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**REPORT**  
**OF THE**  
**ADJUTANT GENERAL**

**State of Missouri**

**1 JULY 1981 — 30 JUNE 1982**

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**CHARLES M. KIEFNER**  
**MAJOR GENERAL**  
**THE ADJUTANT GENERAL**



Christopher S. Bond  
Governor

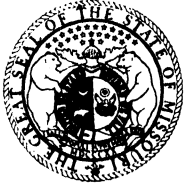
Charles M. Kiefner  
Major General, MOARNG  
The Adjutant General

DEPARTMENT OF PUBLIC SAFETY

HEADQUARTERS MISSOURI NATIONAL GUARD

Office of the Adjutant General

1717 Industrial Drive  
Jefferson City, Missouri 65101  
Phone 314 — 751-2321



1 November 1982

Honorable Christopher S. Bond  
Governor of Missouri  
State Capitol  
Jefferson City, Missouri 65101

Dear Governor Bond:

This Annual Report is submitted in accordance with the provisions of Section 41.160.6, Revised Statutes of Missouri, 1978, for the fiscal year 1 July 1981 to 30 June 1982.

The Report reflects the major operations and activities of the Missouri Army and Air National Guard, Air Search and Rescue, Disaster Planning and Operations Office, and the Division of Veterans Affairs.

It is a pleasure to inform you that we are at a state of readiness sufficient to fulfill whatever missions are assigned by the State or Federal Government.

The cooperation of the Executive Branch and the State Legislature, as well as State and Federal Agencies, is deeply appreciated.

Sincerely,

A handwritten signature in cursive script that reads "Charles M. Kiefner".

CHARLES M. KIEFNER  
Major General, MOARNG  
The Adjutant General



**MAJOR GENERAL CHARLES M. KIEFNER**  
**The Adjutant General of Missouri**

## CONTENTS

<u>TITLE</u>	<u>PAGE</u>
Adjutants General of Missouri.....	1
History and Organization .....	2
Mission of the Missouri National Guard .....	3
Main Staff Officers .....	3
Organizational Chart .....	4
Air Search and Rescue .....	5
Disaster Planning and Operations Office .....	5
Division of Veterans Affairs .....	14
Budget and Fiscal Office .....	16
Construction/Facilities .....	18
Public Affairs .....	21
Support Personnel Management Office .....	21
United States Property and Fiscal Office .....	23
State Awards .....	25
Missouri Reserve Military Force .....	26
Missouri Army National Guard .....	27
G1 Division .....	27
Military Personnel Branch .....	27
Officer Branch .....	28
Enlisted Branch .....	28
Recruiting and Retention Branch .....	28
Records and Archives Branch .....	29
SIDPERS .....	30
Commanders, MOARNG .....	31
G3 Division .....	34
Plans, Operations and Training Officer .....	34
Locations of MOARNG Units .....	35
Skills Qualification Testing (SQT) .....	36
Plans, Operations and Military Support .....	36
Training Ammunition Management .....	37
Marksmanship Training Management .....	38
Military Academy .....	38
Command Readiness Inspections .....	39
Army Aviation .....	39
State Maintenance Office .....	42
Aviation Classification & Repair Activity Depot .....	43
Safety Branch .....	44
Enlisted Military Personnel Advisor .....	44
Senior Army Advisor's Office .....	44
Missouri Air National Guard .....	46
Organizational Chart .....	46
Military Personnel .....	48
Organizational Structure .....	49
Operation and Materiel .....	50
Community Impact .....	51
Mission Statements .....	51
Distribution .....	53



ADJUTANTS GENERAL OF MISSOURI

1820-1829	John O'Fallon
1829-1830	Henry Shurlds
1830-1835	A.J. Williams
1835-1839	Benjamin M. Lisle
1839-1843	James L. Minor
1843-1848	Gustavas A. Parsons
1848-1851	William G. Minor
1851-1851	William A. Roberts
1851-1857	Addison M. Elston
1857-1860	Gustavas A. Parsons
1860-1861	Warwick Hough
1861-1861	George H. Smith
1861-1863	Chester Harding, Jr.
1863-1865	John B. Gray
1865-1869	Samuel P. Simpson
1869-1870	George L. Childress
1870-1871	Isaac F. Shepard
1871-1873	Albert Sigel
1873-1875	John D. Crafton
1875-1877	George C. Bingham
1877-1881	Ewing Y. Mitchell
1881-1885	John B. Waddill
1885-1889	James C. Jamison
1889-1897	Joseph A. Wickham
1897-1901	Morris F. Bell
1901-1905	William T. Dameron
1905-1909	James A. DeArmond
1909-1913	Frank M. Rumbold
1913-1917	John B. O'Meara
1917-1917	Arthur B. Donnelly
1917-1917	James H. McCord
1917-1918	Andrew V. Adams
1918-1921	Harvey C. Clark
1921-1925	William A. Raupp
1925-1927	Frank M. Rumbold
1927-1933	Andrew V. Adams
1933-1936	Harold W. Brown
1936-1937	Claude C. Earp
1937-1941	Lewis R. Means
1941-1945	Clifford W. Gaylord
1945-1951	John A. Harris
1951-1964	Albert D. Sheppard
1964-1973	Laurence B. Adams, Jr.
1973-1977	Charles M. Kiefner
1977-1981	Robert E. Buechler
1981-	Charles M. Kiefner

# OFFICE OF THE ADJUTANT GENERAL

## HISTORY AND ORGANIZATION

The Office of the Adjutant General is provided for in Article III, Section 46 of the Constitution of the State of Missouri. Chapter 41, Missouri Revised Statutes 1978, gives detailed provisions as to the organization, equipment, regulation, and function of the Office. This office was assigned to the Department of Public Safety by Subsection 10, Section II, Appendix B, Reorganization Act of 1974.

The Adjutant General, who is appointed by the Governor with the advice and consent of the Senate, is the Military Secretary and Chief of Staff to the Governor and the administrative head of the military establishment of Missouri. He is charged with the supervision of all matters pertaining to the administration, discipline, mobilization, organization and training of the Missouri National Guard (MONG). Further, he is responsible for providing and securing armories and storage facilities, maintaining Federal property, and administering Federal and State funds.

The operation of the MONG is a joint federal-state relationship. Monies to fund the operation of the armories and part of the administration are provided by state appropriations. Additional support in the form of personnel, equipment and training facilities, and in funds for the construction of armories, is provided by the Federal Government.

The Military Council consists of the Adjutant General as president; general officers; the commanders of all brigades, wings, or groups, and any other officer or officers the Adjutant General may deem desirable or necessary, and an officer appointed by the Adjutant General from his office to act as recorder without vote. The Senior United States Army and United States Air Force advisors, the comptroller of the state military forces, and the United States Property and Fiscal Officer are ex officio members without vote.

The Military Council acts in an advisory capacity to the commander-in-chief. All appropriations made for military purposes are apportioned and expended by the council.

The MONG is available for national emergencies and to the governor for state emergency duty. When on state emergency duty the salaries and operation expenses are paid by the state.

Major General Charles M. Kiefner was appointed Adjutant General on 19 January 1981.

## MISSION OF THE MISSOURI NATIONAL GUARD

As provided for under the provisions of the National Defense Act, units of the MONG, both Army and Air, have a dual mission. The State mission is to provide military organizations trained and equipped to function when necessary in the protection of life and property, and in the preservation of peace, order, and the public safety. As Reserve Components of the Army and Air Force of the United States, the Federal mission is to provide trained and qualified individuals available for Federal service in time of war or national emergency, or at such other times as the national security may require augmentation of the United States Armed Forces.

### MAIN STAFF OFFICERS

Brigadier General Frank C. Crooks  
Assistant Adjutant General-Air

Colonel John K. Taylor  
State Maintenance Officer

Lieutenant Colonel Robert A. Morgan  
Chief of Staff, MOARNG

Colonel Waylen E. Jobe  
AVCRAD Supervisor

Colonel William E. Hasler  
U.S. Property & Fiscal Officer

Colonel William A. Treu  
Executive Support Staff Officer-Air

Colonel Beverly J. Wolf  
G1

Colonel (Ret) Jess J. Henson  
Public Affairs Officer

Colonel Benjamin F. Dennison  
G3

Captain Ronald L. Benward  
Equal Employment Officer

Colonel Willard L. Bean  
State Aviation Officer

Captain Dennis L. Cruts  
Financial Manager (State)

Colonel Harry K. Neal  
Support Personnel Management Officer

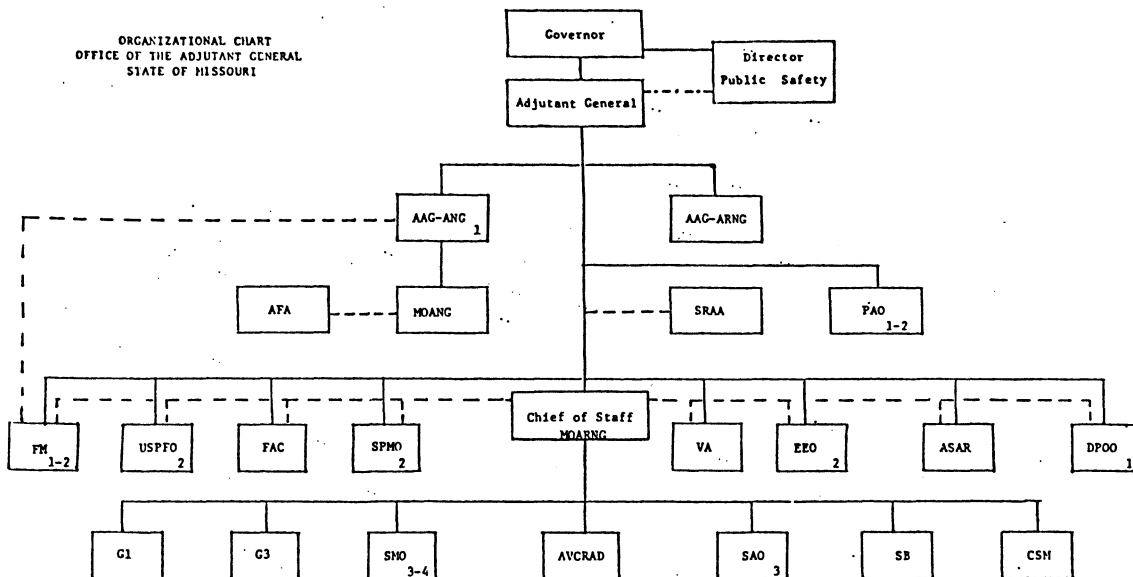
Chief Warrant Officer George P. White  
Safety Manager

Colonel Robert E. Smith  
Construction/Facilities Officer

Command Sergeant Major Joseph J. Kremer  
State Command Sergeant Major



ORGANIZATIONAL CHART  
OFFICE OF THE ADJUTANT GENERAL  
STATE OF MISSOURI



————— COMMAND  
----- COORDINATION  
-.-.-.-.- EXECUTIVE COORDINATION

1. State Funded Position.
2. Dual Function (Army-Air).
3. Provides General and/or Technical Guidance to Commanders.
4. Exercises General and/or Technical Supervision of ONS and UTES.

AAG-ANG	Assistant Adjutant General-Air National Guard
AAG-ARNG	Assistant Adjutant General-Army National Guard
AFA	Air Force Advisors
ASAR	Air Search and Rescue
AVCRAD	Aviation Classification and Repair Activity Depot
FM	Financial Manager, State
CSM	Command Sergeant Major
DPOO	Disaster Planning & Operations Office
EEO	Equal Employment Opportunity Officer
FAC	Construction & Facilities Officer
G1	Military Personnel Officer
G3	Plans, Operations & Training Officer
MOANG	Missouri Air National Guard
MOARNG	Missouri Army National Guard
PAO	Public Affairs Officer
SAO	State Aviation Officer
SB	Safety Branch
SMO	State Maintenance Officer
SPMO	Support Personnel Management Officer
SRAA	Senior Army Advisor
USPFO	U.S. Property & Fiscal Officer
VA	Division of Veterans Affairs

## AIR SEARCH AND RESCUE

This office was created within the military division of the executive department, Office of the Adjutant General, by the Missouri Legislature in 1979. (1980 Cumulative Supplement to the Revised Statutes of the State of Missouri, 1978, Volume 1.) The commander of the Civil Air Patrol, Missouri Wing, is the ex officio head of the office.

## DISASTER PLANNING AND OPERATIONS OFFICE

In 1967 the 74th General Assembly provided for the merger of Civil Defense and the Adjutant General's Office and changed the name of the office from Division of Civil Defense to "Disaster Planning and Operations Office."

During the 1982 legislative session, 81st General Assembly, the office name was changed to "State Emergency Management Agency," to be effective August 14, 1982; consequently this report still refers to the office as the "Disaster Planning and Operations Office" (DPOO).

The DPOO is responsible for developing a state-wide emergency preparedness capability which will make the maximum use of resources and minimize casualties and damage caused by natural and manmade disasters. Emergency Preparedness, a title commonly used, is a joint responsibility of federal, state, and local governments.

The county and city directors of disaster planning and operations or emergency preparedness, are appointed by the executive officer of the local political subdivision. The DPOO provides guidance and assistance to the local organizations, but does not have or exercise command or control over their activities.

While approximately 90% of the local directors in Missouri are volunteers, several large communities have full-time paid employees. Others are employed on a part-time basis.

The DPOO coordinates emergency activities between state agencies, local governments, and the federal government. A State Emergency Operations Plan assigns responsibilities for actions to be taken by appropriate state agencies and departments in the event of a disaster or emergency

NATURAL DISASTER RESPONSE AND RECOVERY. In all seasons, and in all of its diverse areas, rural and urban, Missouri has experienced a varied spectrum of natural disasters. In addition, man, through inadvertance, neglect, carelessness, lack of thorough planning, or indifference to safety, has caused other disasters rivaling nature's in deadliness.

If the magnitude of a disaster exceeds the effective response assets, capabilities, and resources of local and/or state government, the Governor may declare a "State Emergency" to exist. This enables DPOO to initiate operations

in its role of coordinator of state resources for containment of the emergency as well as for post-incident relief.

The Governor's "State Emergency" declaration is also the first step in requesting federal assistance through a Presidential Declaration of Emergency or Major Disaster, based on the compilation and analysis of losses sustained by individuals, businesses, farmers, and political jurisdictions.

If the type and extent of damages meet the criteria specified in Federal Emergency Management Agency regulations, and a Presidential Declaration is forthcoming, then DPOO expands its role and becomes part of a joint Disaster Assistance Center to serve the disaster area. The Disaster Assistance Center brings together the federal, state, and private volunteer agencies which contribute to the general recovery effort.

Missouri experienced frequent emergencies and disasters of lesser magnitude during FY 82. This office loaned pumps, generators, and sandbags; and coordinated emergency assistance during hazardous materials spills and accidents. The following are representative samplings:

(1) On January 22, 1982, Poplar Bluff was subjected to heavy flooding. A series of fires on January 28, caused by gas line problems, destroyed several homes and businesses in Centralia. Heavy snows, January 31 through February 5, paralyzed St. Louis County and the City of St. Louis. The National Guard was activated. On February 5, a request was forwarded through the Federal Emergency Management Agency to the President for a Presidential Declaration of a disaster in the stricken area. The request was denied February 12.

(2) Tornadoes struck Ozark and Howell Counties in south Missouri, including the City of West Plains. Two fatalities resulted.

(3) Rains, beginning in the spring of 1982, caused frequent flooding in northern Missouri, particularly in the northwest part of the state.

PLANNING. During FY 82, the DPOO State Emergency Operations Plan was under continual updating and expansion, as was the State EOC SOP. State regional emergency operations plans (based on State Highway Patrol areas) were distributed. A State Heat Disaster Plan was completed. Several community plans were updated and all jurisdictions in the Emergency Management Administrative Expense Program have completed or updated their plans.

Several county courts and city councils were visited to stimulate their participation in local emergency preparedness, and initial planning is near completion for the safety of residents in the 10 mile emergency planning zone around the Callaway Nuclear Plant. Our personnel participated in a simulated nuclear accident exercise at the Cooper Nuclear Station, Brownville, Nebraska, across the Missouri River from Atchison County in early spring.



COMMUNICATIONS AND WARNING. The DPOO maintains and operates a communications center in the State Emergency Operations Center. This facility serves the daily communications needs of our office, the Governor's office, and other state agencies as required. The following systems provide record and/or voice communications with local and federal agencies:

- (1) National Warning System
- (2) Civil Defense National Voice System
- (3) Civil Defense National Teletypewriter System
- (4) Civil Defense National Radio System
- (5) State Highway Patrol Radio System
- (6) Missouri Uniform Law Enforcement System Teletype Terminal (MULES)
- (7) Law Enforcement Point-to-Point Radio System.
- (8) Sheriff's Mobile System
- (9) Statewide Mutual Aid Frequency
- (10) State National Guard Single Sideband Net
- (11) Fifth US Army State Area Command Emergency Net
- (12) State Highway Department Radio System
- (13) Disaster Operations Administrative Net
- (14) Radio Amateur Civil Emergency Service
- (15) Citizens Band Radio Service
- (16) Emergency Broadcast System Remote Pickup Unit
- (17) Conservation Commission Radio System
- (18) Communications Recording System
- (19) Mobile Communication Center with Radio and Telephone Repeater Capabilities.

Two communications/warning exercises are conducted annually to enhance operational readiness. The exercise, held in early spring each year, is in cooperation with the National Weather Service in preparation for the tornado season.

The Office assists local communities in establishing communications and warning systems and in obtaining federal funds for one-half the cost of approved projects. A shortage of federal funds during the last four years has curtailed this program and resulted in a backlog of projects awaiting funding.

From the national level the Federal Emergency Management Agency has advised they are planning activity for equipping Emergency Operating Centers with direction and control hardware, mobile communication centers, electromagnetic pulse protection for communication equipment, and the stations of the Emergency Broadcast System (EBS); also to assist the radio broadcasters at the state and local EBS operational areas to become a dependable public warning and information method.

TRAINING AND INFORMATION. The training activities of this office are aimed at informing local emergency management directors about basic program elements as well as educating them in skilled areas necessary to perform their jobs. Local emergency management staff and elected officials are also included in the

training effort.

Effective October 1, 1981, the amount of funds paid to individuals in the form of student expenses was decreased from 100% funds to 75/25 with the local contributing 25%. Also beginning October 1, 1981, was a Regional Support Contract Staff working with the Federal Emergency Management Agency, Region VII, in Kansas City, to conduct certain training requested by this office.

Training conducted by our office included four Basic Seminars, held in Jefferson City, with a total of 107 local directors, staff, and elected officials from throughout the state attending. These seminars provided the basic program information to local directors and elected officials.

Several special topic advanced emergency management workshops were conducted. An Emergency Broadcast System Workshop for members of the broadcast committee responsible for EBS activation was held in Jefferson City. Twenty-one persons attended this workshop which was conducted jointly by this office and the State Emergency Communications Committee Chairman. An advanced workshop was also held in Springfield with 46 attending.

An Emergency Planning Workshop dealing with various aspects of how to develop local emergency operations plans was held in Columbia with 85 local officials and directors attending.

An Administrative Workshop for representatives of communities participating in the Emergency Management Assistance Program was held in Jefferson City with 57 persons attending.

A Communications and Warning Workshop designed to enhance local directors and communications officers' awareness of programs and equipment was held in Jefferson City with 122 attending.

A Personality Profile Analysis Workshop was also held. This dealt with improving the abilities of local directors to understand themselves and others and apply this in accomplishing tasks within the emergency management field. Attendance was 37.

One Radiological Defense Instructor Workshop was held in Jefferson City with 14 persons successfully completing the course. These 14 persons are now certified instructors and are conducting radiological monitoring training at the local levels under the direction of this office.

Two Aerial Radiological Monitoring Courses were also conducted; one in Sedalia and one in Joplin.

Courses conducted by the FEMA, Region VII Regional Support Contract, at the request of and in coordination with this office, included one Flood Hazard Mitigation Workshop held in St. Louis with 67 local planners and city officials attending; and three Shelter Manager Instructor Workshops designed

to teach people to become shelter managers held in St. Charles, Jefferson City, and Sedalia, with a total of 77 persons attending.

An exhibit was displayed promoting the "Your Chance to Live" program at the Missouri State Teachers Association Conference in St. Louis. An estimated 20 schools began to use the course as a result of this. Approximately 2,000 student manuals were distributed and 1,400 films loaned to support this course.

The training section also maintains a film library with emergency preparedness films. Approximately 1,600 were made available on loan to local directors.

PUBLIC INFORMATION. The public information program is designed to inform Missouri's citizens regarding the work of the DPOO. News releases, as required, interviews with media representatives, and public appearances help to communicate our programs and goals.

Plans are underway to produce an earthquake information pamphlet with federal funds, which will be distributed to people in Southeast Missouri's New Madrid Fault area, and to those in other states threatened by the fault's potential for danger.

Every year, beginning in 1974, the Governor has proclaimed March as Disaster Preparedness Month. Similar proclamations, supplied by our public information officer, are signed each year by local mayors and presiding judges. During the month, the National Weather Service, together with this office and emergency preparedness directors across Missouri, conduct a state-wide test of Missouri's warning capabilities. Kansas and Illinois have also begun to participate in the test.

Publicity generated by Disaster Preparedness Month and the tornado warning test reaches an estimated three million newspaper readers. Television stations frequently do on-the-scene coverage of the test and related activities.

President Reagan's new emphasis on civil defense has generated controversy, and it is expected that this will cause additional opportunities for dealing with the media, and publicizing Disaster Planning and Operations.

This office publishes a bi-monthly newsletter. It contains news of activities of local directors, information about state and federal doings, and news about new products and ideas useful to emergency preparedness directors. The circulation is about 1200, including local directors, public officials, elected state officials, and state agencies.

RADIOLOGICAL SYSTEMS MAINTENANCE. The Radiological Systems Maintenance (RSM) Program began operations in 1966. This is a 100% federally funded program under a contract between this office and the Federal Emergency Management Agency. The funding for this contract year is \$65,742 with no cost to the state.



The program provides for the inspection, maintenance, and calibration of some 44,000 radiological detection and measuring instruments in order to maintain their operational readiness and mission reliability. They are located in public fallout shelters, monitoring stations, schools, and state and federal installations throughout Missouri. The instruments and equipment have been granted to the state for radiological protection. At the present time, instruments are inspected, repaired where necessary, calibrated every two to four years, and new batteries placed with the instruments to insure operational readiness at all times.

RSM also supports training by providing instruments, radioactive source sets, and other materials as needed. Members of RSM are available to assist as instructors where necessary. The RSM section controls and maintains records on all radioactive source sets used for training that are on loan to the state.

RADIOLOGICAL DEFENSE (RADEF). This office is responsible for establishing and maintaining a state-wide system to detect, measure, analyze, and report radiation resulting from a nuclear detonation or other nuclear incident/accident in order to protect the populace from excessive exposure to nuclear radiation.

The present radiological system consists of approximately 1,475 fixed monitoring stations located throughout the state. These stations are equipped with radiation detection and measuring devices and a packet containing Standing Operating Procedures. Each station has two or more trained monitors assigned. There are about 4,000 radiological monitors currently trained.

We have established 12 Aerial Radiological Monitoring Stations located at West Plains, Springfield, Joplin, Kennett, Poplar Bluff, Fenton, St. Louis County, St. Charles, Hannibal, Jefferson City, Sedalia, and Kansas City.

The Missouri Nuclear Emergency Assistance Plan (MoNEAP) was developed in order to provide technical advice and assistance to local authorities involved with a radiological emergency such as a transportation or laboratory spill. MoNEAP directs the activities of a 45 person team of nuclear engineers, physicists and health physicists, known as the Missouri Nuclear Emergency Team (MoNET). These qualified experts in radiation safety are volunteers from industry, state agencies, and the academic community.

Another plan, known as the Interim Nuclear Accident Plan, was developed to specifically address radiological problems involving accidents at fixed nuclear facilities such as nuclear power plants. This plan is in accordance with federal guidelines contained within NUREG 0654/FEMA-REP-1 and requires evaluation for adequacy by both the Federal Emergency Management Agency and the Nuclear Regulatory Commission.

NUCLEAR CIVIL PROTECTION PLANNING. This program, provided by Federal-State contract, is financed by the Federal Emergency Management Agency (FEMA) and

is under the supervision of this office.

The total effort, to plan for survival of the greatest number of people in case of a nuclear attack, is called "Nuclear Civil Protection (NCP) Planning." This major FEMA program is directed toward providing decision making officials with two basic options:

- (1) Protecting people essentially in place at or near their places of residence through Community Shelter Planning.
- (2) The relocation of people in time of international crisis, from potentially high risk areas to low risk host areas, and their reception, care, and protection in the host areas is known as Crisis Relocation Planning.

The National Fallout Shelter Program has identified shelter spaces for millions of persons. Starting in 1973, this work was expanded to include surveying for best available shelter from nuclear blast and heat effects as well as fallout in high-risk areas. These are called "all effects" survey. In low-risk areas, surveys continue to concentrate on best available fallout protection.

As an adjunct to the shelter surveys, the Community Shelter Planning Program (CSP) has produced local plans over the past 10 years to move people to local shelters in all 114 counties and St. Louis City. The plans indicate where people should go and what they should do in case of threatened nuclear attack. The plans have been distributed to the public or held in camera ready stage for distribution during increased international tension.

The plans are updated as required by changes in population and/or shelters available as well as in conjunction with the development of Crisis Relocation Plans.

The Crisis Relocation Planning effort involves development of state and local plans to provide for:

- (1) Movement of risk-area populations to appropriate host areas.
- (2) Host-area reception and care, including provision of fallout protection and preparation of standby emergency information materials for the public.
- (3) Logistical support of relocated people.
- (4) Risk-area operations, including security measures to keep essential industry in operation and providing of best available protection for persons who would be in the risk area.

DISASTER PREPAREDNESS IMPROVEMENT GRANT. The Disaster Preparedness improvement Grant was formerly known as the Natural Disaster Planning Program. During the past year, four main areas were selected for development. These four

main areas are:

(1) Revision of the Missouri Comprehensive Emergency Preparedness and Disaster Relief Plan. It is determined that this plan, which deals with implementing disaster relief programs and making requests for federal assistance, should be rewritten to follow the format of the State Basic Plan. At the same time, information in the plan will be updated and redistribution of the plan will be made around October of 1982.

(2) Individual Assistance Programs. The administrative plans for the Federal Individual Assistance Programs that can be implemented as a result of a disaster declaration need to be updated and revised. There have been several changes in these programs and an update of these plans is past due. These administrative plans cover the Individual and Family Grants program and will be included in republication. They will also be printed so that they can be placed in a three ring loose leaf binder to make future changes easier. In October of 1982, these plans should be completed and distribution made to the appropriate agencies.

(3) Dam Safety. The sample Dam/Water Impoundment Annex will be revised and reprinted. This is necessary due to inaccuracies in the original printing. When this office is notified of a hazardous dam, as determined by the Corps of Engineers or Geological Survey of the Missouri Department of Natural Resources, the chief elected official of that subdivision will be notified by letter and any information we have concerning that dam will be forwarded to them. An offer will also be made to assist with development of a plan to deal with that dam.

(4) Training. At the Basic Seminar sponsored by this office, a presentation on Hazardous Analysis and Mitigation is given to make local directors aware of the potential programs in their communities. Information on hazardous materials is also presented at the Basic Seminar. A three hour orientation on hazardous materials is offered to local directors and their emergency response personnel. To date, there have been a total of 10 orientations given during this fiscal year. There have been requests for at least five more of these orientations. Attendance has averaged 25 people. A seminar presentation has been eliminated due to the restrictions. In its place, a three day Advanced Seminar is being planned during the early part of fiscal year 1983. During the seminar, personnel from the Federal Emergency Management Agency and the state office will be used to explain to local directors and officials, the procedures for performing a damage assessment and the criteria for obtaining federal disaster assistance. The various disaster relief programs will also be explained and any new information will be given.

The above areas were worked out during fiscal year 1982. In addition, various other projects were accomplished as requested.

BUDGET. Our office was appropriated \$177,448.00 from general revenue funds for the fiscal period July 1, 1981 through June 30, 1982. These funds were matched with funds from the Federal Emergency Management Assistance Program,



together constituting the operating budget of DPOO as follows:

	<u>General Revenue</u>	<u>Federal Funds</u>	<u>Total</u>
Personal Services	\$141,622.00	\$141,622.00	\$283,244.00
Expense and Equipment	35,826.00	35,826.00	71,652.00
	<u>\$177,448.00</u>	<u>\$177,448.00</u>	<u>\$354,896.00</u>

Total federal funds disbursed by this agency during the 1982 fiscal year, July 1, 1981 through June 30, 1982, are listed by program:

Emergency Management Assistance Program (EMA)	\$750,610.70
Maintenance/Services Program	62,800.00
Disaster Planning Improvement Grant	25,000.00
Nuclear Civil Protection Program	181,050.93
Radiological Systems Maintenance Program	56,123.03
Training and Information Program	62,366.90
Shelter Survey Program	7,250.00
Radiological Defense Program	33,410.76
State Assistance Program (Flood Insurance)	105,987.74
Earthquake Awareness Program	9,257.00
Emergency Operations Simulation Program	1,500.00
Flood Disaster #538 (9-14-77)	147,500.28
Flood Disaster #579 (4-12-79)	154,891.61
Tornado Disaster #620 (5-12-80)	<u>6,987.82</u>

Total federal funds disbursed during reporting period \$1,604,736.77

The figures above do not reflect the grant-required 25% to 50% non-federal outlay by the State and by the local political subdivisions which participate in some programs. When these additional expenditures are considered, funding for Emergency Management Programs in Missouri is increased as follows:

	<u>Federal Funds</u>	<u>State &amp; Local</u>	<u>Total</u>
Emergency Management Assistance	\$750,610.70	\$750,610.70	\$1,501,221.40
Maintenance/Services	62,800.00	62,800.00	125,600.00
Disaster Planning Improvement	25,000.00	25,000.00	50,000.00
Nuclear Civil Protection, Flood Insurance, Shelter, Radiological Defense, RSMP	394,579.46	0	394,579.46
E.M. Training*	62,366.90	9,860.00	72,226.90
Natural Disasters	<u>309,379.71</u>	<u>0</u>	<u>309,379.71</u>
Grand Total	\$1,604,736.77	\$848,270.70	\$2,453,007.47

\*100% federally funded prior to October 1, 1981

75% federally funded as of October 1, 1981

Not all funds expended by local subdivisions are reimbursable, since reimbursement from federal funds is available only for specific eligible items. It is, therefore, safe to assume that total expenditures for Emergency Management in Missouri are considerably in excess of the known totals shown.

#### FEDERAL PROGRAMS

EMERGENCY MANAGEMENT ASSISTANCE PROGRAM. Under the provisions of Federal Public Law 81-920, as amended by Section 205, the Federal Government may assist local Emergency Management organizations by reimbursing up to 50% of the eligible cost of personnel and administrative expenses. The purpose of the program is to increase the operational capability of the State and participating local subdivisions in natural, man0made, or nuclear emergencies.

Under this law our office administered federal funds in the 1982 fiscal year totaling \$750,610.70, reimbursing 63 local Emergency Management organizations, and DPOO for eligible expenses incurred in the operation of their administrative offices.

In addition to the basic requirements, political subdivisions participating in the Public Law 81-920 (EMA) Program must place Emergency Management employees under an approved merit system, appropriate funds to the Emergency Management organization, and submit an approvable budget and staffing pattern.

MAINTENANCE AND SERVICES. In accordance with Public Law 81-920, as amended by Public Law 85-606, the purpose of the program is to maintain the emergency management readiness of state and local governments. The Federal Emergency Management Agency provides matching funds for allowable recurring charges for electrical power and telephone services; for the costs of maintaining, repairing or replacing eligible state and local emergency communications systems equipment; for alerting and warning systems; and for maintenance and repair of emergency operating centers (EOCs).

In FY 1982, Missouri's 23 participating local subdivisions and DPOO spent \$62,800.00 for these purposes. The amount was matched by federal contributions of \$62,800.00

#### DIVISION OF VETERANS AFFAIRS

By executive order in February, 1981, Governor Bond transferred the Division of Veterans Affairs from the Department of Social Services to the Office of the Adjutant General. The transfer became effective in September 1981.

The Division of Veterans Affairs is composed of two programs, Service to Veterans and the Missouri Veterans' Home.

Service to Veterans: The Service to Veterans' Program, through a state-wide network of veterans' service offices, brings information, counsel and assistance to veterans and their dependents or survivors in matters pertaining to federal or state benefits earned by virtue of honorable service in the military forces of the United States. The program cooperates with all federal and state agencies and veterans organizations established for the benefit of veterans.

Service to veterans' employees may assume power of attorney and act in behalf of veterans/dependents/survivors in their claims for compensation, pension, education, rehabilitation and all other benefits to which they may be entitled.

The program does not duplicate the adjudication process of the Veterans Administration, but does provide on behalf of its clients all necessary evidence and documentation required by the Veterans Administration prior to its award of benefits.

Veterans' service officers assist over 100,000 clients annually. Veterans Administration funds distributed in Missouri in fiscal year 1980 totaled over \$450 million.

Missouri Veterans' Home: The Missouri Veterans' Home in St. James was established in 1896 with the state assuming control in the following year. The home is a domiciliary and nursing care facility providing appropriate care to Missouri's veterans, and their parents and spouses who are unable to support or adequately care for themselves.

Residents of the home are provided room, board, medication, therapy, personal care, and recreational and religious activities.

Cost of care at the home is shared by the resident and the Veterans Administration with costs not otherwise covered being borne by the State of Missouri. Cost to residents is based upon ability to pay.

BUDGET. Funds available to the division in FY 82 totaled \$2,983,170.00. 57.5% of the total, or \$1,717,725, was appropriated from the Home Fund, the balance (\$1,265,445.00) coming from General Revenue. (The Home Fund is a combination of monies received from residents of the Veterans' Home and from the Veterans Administration.)

Division Administration

	<u>General Revenue</u>	<u>Home Fund</u>
Personal Services	\$ 75,839	
Expense and Equipment	7,563	
<u>Service to Veterans</u>		
Personal Services	644,974	
Expense and Equipment	100,006	

Veterans' Home Administration

	<u>General Revenue</u>	<u>Home Fund</u>
Personal Services	\$ 50,571	
Expense and Equipment		\$ 14,036
<u>Veterans' Home Medical Services</u>		
Personal Services	345,179	1,127,538
Expense and Equipment	<u>41,313</u>	<u>576,151</u>
	\$1,265,445	\$1,717,725
TOTAL	\$2,983,170	

FISCAL 1982 SIGNIFICANT EVENTS. In 1976, the division first proposed the construction of a second Veterans' Nursing Home to be located in the northern half of the state. Two important developments occurred in 1982 with respect to realization of that goal; 1) the Veterans Administration accepted the state's proposal and plans for the facility and notified the division of the availability of the federal government's 65% share of the cost of construction, and 2) the State General Assembly appropriated funds for the state's share of construction costs. The new home will be a 150 bed facility located in Mexico, Missouri. The building will cost \$6,150,791, the state's share being \$2,032,527. Construction is estimated to begin in early 1983.

BUDGET AND FISCAL OFFICE

The Budget and Fiscal Office (BFO) administers State-appropriated funds for the operation of the Office of the Adjutant General. It is staffed with nine full-time State employees.

General areas of responsibility include: the preparation and submission of the Division's State operating budget, which in FY 82 totaled \$2,923,596; the implementation and maintenance of an accounting system consistent with standards established by the State Auditor and Commissioner of Administration; the procurement and payment of equipment and supply items necessary to support State Guard operations; and the issue, turn-in, and audit of State property assigned to the Missouri National Guard, which as of 31 June 1982 had an estimated value in excess of \$1,353,596.

Another major function of the BFO relates to State employee personnel management. This involves the maintenance of permanent employment records, payroll processing, publishing of Job Opportunity Bulletins, processing of State National Guard Reenlistment/Extension Bonus payments, coordination of the

State employee Assistance Program, and the processing of employees' Workers Compensation claims.

The procurement of supplies and pay of personnel called to periods of State Duty is also a function of this office. During State FY 82, the Missouri National Guard was called to State Emergency Duty three times to provide assistance to civil authorities. A total of \$153,404 was expended in support of these periods of duty.

The following summarizes FY 82 State appropriations received by account and expenditure for the Office of the Adjutant General. Expenditures include payments up to and including 31 August 1982. Additional payments will be made from FY 82 Capital Improvement appropriations through 31 December 1982.

FY 82 OPERATIONAL EXPENDITURES SUMMARY

	<u>* APPROPRIATION</u>	<u>EXPENDITURE</u>
<u>ADMINISTRATION</u>		
Personal Service	\$752,411	\$748,435
Expense and Equipment	139,141	138,563
<u>FIELD SUPPORT</u>		
Personal Service	840,441	838,722
Expense and Equipment	725,541	725,328
<u>REENLISTMENT/EXTENSION GRATUITY</u>		
Personal Service	196,992	183,100
<u>OFFICE OF AIR SEARCH AND RESCUE</u>		
Expense and Equipment	9,000	8,998
<u>STATE EMERGENCY DUTY</u>		
Personal Service Payments, Equipment Purchase & Repair, Operations	<u>155,000</u>	<u>153,404</u>
TOTAL	<u>\$2,818,526</u>	<u>\$2,796,550</u>

\* Appropriations were adjusted to reflect amounts of funding available to support Missouri Guard Operational Programs after State funding reductions were imposed.



## CONSTRUCTION/FACILITIES

The MONG has a joint State-Federal venture, from which Missouri realizes an approximately twenty-to-one return on its investment annually from the Federal Government share of funds allocated for payrolls and commercial expenditures in this State.

Jefferson City is just one of 59 Missouri communities that utilizes more than 480 armories, hangars, maintenance shops, vehicle storage structures, warehouses and other special purpose buildings. See chart on following page.

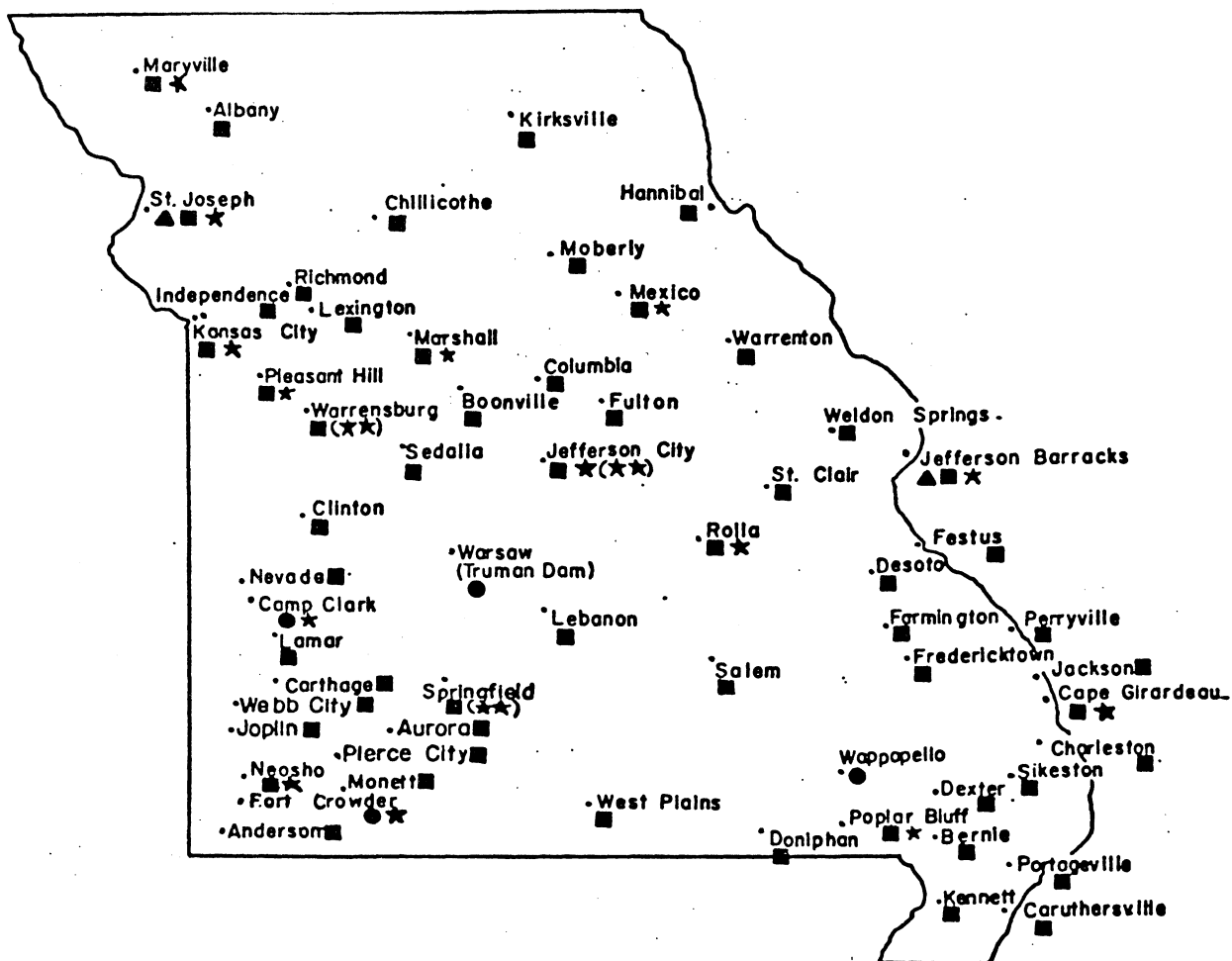
Negotiations continued through 1982 for funding to construct a new 100-person armory in the city of Lebanon. Lebanon has approved a bond issue to provide 25% matching funds along with 75% Federal funds for the construction of this badly needed new facility. In addition, Lebanon has donated a six acre parcel of land for the site.

Jefferson Barracks is located in St. Louis County and has a complex of 46 buildings and structures located on 135 acres of State owned land leased to the Federal Government and licensed to Missouri for use by the MONG. In addition to buildings, facilities include 55,263 square yards of road, 14,300 square yards of parking areas and approximately 10,000 linear feet of security fencing. This area is home for five Air National Guard (ANG) units and seven Army National Guard (ARNG) units, including vehicle repair and storage shops. The renovation of the ANG Group Headquarters building to restore this historic structure to turn-of-the-century decor continued through 1982 and should be completed during the coming year. Other major projects included the installation of energy-efficient windows, the renovation of electrical service, heating systems and major plumbing repairs at various buildings.

The Air National Guard Base at Lambert-St. Louis International Airport is located on 24.93 acres of Federally owned land on the South side of Natural Bridge Road, and 23.41 acres of airport land, leased to the Federal Government by the city of St. Louis, all of which is licensed to the State of Missouri for use by the MOANG. The facilities include 33 buildings (308,396 square feet); 53,183 square yards of aircraft parking apron; and 67,416 square yards of roads, sidewalks and parking lot.

Camp Clark is a State operated outdoor Training Site located on 1,287 acres of land near Nevada. It is comprised of 266 buildings which are utilized for various types of National Guard field training exercises. One-half of the real estate is licensed from the Federal Government and the remaining one-half is owned by the State. The site supported 53,916 training man-days for the period 1 July 1981 through 30 June 1982. Training exercises included such projects as the completion of the Lake Hasler Recreation area, resurfacing 2.6 miles of paved streets in the cantonment area, telephone communication to the firing ranges, and the M-31 artillery training range. In addition, a significant number of maintenance projects were completed on the existing buildings and training sites. Building 424, the female BOQ, was also

# NATIONAL GUARD FACILITIES



- (☆☆) ARNG MAINT FAC (AVIATION EQPT)
- ☆ ARNG MAINT FAC (GROUND EQPT)
- ARMY NATIONAL GUARD FACILITY
- ▲ AIR NATIONAL GUARD FACILITY
- ARMY NATIONAL GUARD TRAINING SITE

constructed during this period.

Fort Crowder, Neosho, is an outdoor training site licensed from the Federal Government. This facility is comprised of six buildings located on 4,613 acres. It is also used for specialized National Guard field training exercises.

Rosecrans Air National Guard Base is located on 82.15 acres of land located at Rosecrans Memorial Airport, St. Joseph (54.15 acres are owned by the Department of the Air Force and 28 acres are leased from the City of St. Joseph). Right-of-way easements total 7.58 acres. Facilities include: 32 buildings (210,529 SF), aviation fuel storage (300,000 gallon capacity), aircraft parking and taxiways (90,763 SY), asphalt and concrete roads (20,783 SY), electrical distribution system (9,566 LF), and approximately 36,021 SY of vehicle parking. Total real property value is \$6,978,000. A 16,200 SF Composite Squadron Operations Building was constructed in FY 78 ((\$831,972). An Aircraft Fuel Cell/Corrosion Control Facility was constructed in FY 80 (\$1,752,140). An Aerial Port Training Facility (9,702 SF-\$655,000) was constructed in FY 81. Future construction of facilities are to include a supply warehouse and motor vehicle shop additions, dispensary, security police operations and a dining facility. All major construction is 100% Federally funded. The land and facilities are licensed from the Department of the Air Force to the State of Missouri for ANG purposes. Rosecrans is the home station of the 139th Tactical Airlift Group consisting of 10 ANG military units which support the C-130 Tactical Airlift mission. The Base is operational six days and four nights a week and is manned by 214 full-time personnel and 689 MOANG military personnel during Unit Training Assemblies and Proficiency Training drills. All costs are funded by the Federal Government except facility operating expense (operation and maintenance of facilities) which is funded 25% by the State of Missouri and 75% by the Federal Government.

Missouri World War I Memorial. A bronze statue symbolizing "Victory" is the central feature of this arresting memorial located in Cheppy, France. The memorial's stone setting overlooks a landscaped World War I cemetery in the historic Argonne Forest, where many Missouri soldiers were laid to rest. Up-keep is provided by the American Battle Monuments Commission with funds appropriated by the Missouri Legislature.

Capital Improvements Expenditures for 1982:

	<u>Appropriation</u>	<u>Expenditures (31 Aug 82)</u>
General Revenue	\$670,293.00	\$121,893.58
Revenue Sharing	162,422.00	79,645.23

## PUBLIC AFFAIRS

The Public Affairs Officer is responsible for the administration of the MONG Public Affairs Program. He is the official spokesman for the Guard in matters involving contact with the news media and public. In addition, he is available to provide assistance and guidance to other staff sections of the Adjutant General's Office and all units of the MONG. He provides liaison between the 70th Public Affairs Detachment, MOARNG, and the Adjutant General and acts as the unit's coordinator for providing public affairs support to MONG units during annual training, inactive duty training, and for other unit activities requiring such support. His office is staffed by two full-time State employees.

## SUPPORT PERSONNEL MANAGEMENT OFFICE

This office provides central personnel administration and management services for all ARNG and ANG full-time support personnel.

Military technician personnel are employed under the provisions of Title 32, Section 709, United States Code, and Active Guard and Reserve (AGR) personnel are employed under Title 32, Section 502f, United States Code. There are two types of AGR personnel. One is converted full-time (CFTM) and the other is additive full-time (AFTM).

The full-time support personnel are categorized as follows:

	<u>MOARNG</u>	<u>MOANG</u>		
Military Technicians	566	500	=	1066
AGR (CFTM)	90	32	=	122
AGR (AFTM)	<u>86</u>	<u>24</u>	=	<u>110</u>
TOTAL	742	556		1298

The Support Personnel Management Office (SPMO) is composed of four separate sections with responsibilities in the following major areas.

TECHNICIAN MANAGEMENT OFFICE (TMO). The TMO provides civilian personnel administration for assigned Federal Military Technician personnel (both ARNG and ANG) of the Missouri National Guard. It furnishes the Adjutant General, his staff, managers and supervisors and the SPMO with technical assistance in all areas of technician personnel administration to include funding and manpower allocations; develops and administers technician personnel policies and programs and administers legal, regulatory and procedural controls affecting technician personnel. The TMO is composed of two sections which have responsibilities in the following major areas:

Personnel Management. This section is responsible for implementation and operation of the State merit promotion system, employee training and development

program, grievances and appeals, classification and appeals, technician recruitment and placement, permanent changes of station allowances, incentive awards program, and plans for and implements reduction-in-force procedures when required.

Employee Services. Maintains central library of publications relating to technician personnel administration; processes personnel actions and initiates actions on step increases, performance appraisals, retirements and other actions; advises employees and supervisors of employee benefits such as insurance, leave, retirement, death and disability; and establishes and maintains personnel records and files for all military technician personnel.

LABOR MANAGEMENT RELATIONS. Coordinates the activities involved in the establishment and maintenance of good employer-employee relations. Advises the Adjutant General, his staff, managers, and supervisors, on relationships with local and national union representatives and on interpretation and impact of labor relations issues to the National Guard programs. Provides coordination for the State in matters relating to contract negotiation.

MILITARY DUTY MANAGEMENT. Assists SPMO, managers, and supervisors in implementation and operation of the AGR program. Publishes position announcements and assists in the recruitment and appointment of personnel into the AGR program. Briefs AGR personnel regarding benefits, entitlements, and responsibilities. Assists AGR members in areas of PCS, pay, leave, TDY travel, insurance, and issuance of orders, identification cards, and discharge forms upon release from AGR Program.

EQUAL EMPLOYMENT OPPORTUNITY OFFICE. The purpose of this section is to develop and execute plans and programs for full-time personnel in the areas of Equal Opportunity, Affirmative Action, Equal Employment Opportunity, Discrimination Investigations, and EEO Training Programs.

THE UNITED STATES PROPERTY AND FISCAL OFFICER

The United States Property and Fiscal Officer (USPFO) is an officer of the Missouri National Guard nominated by the Governor and ordered to Active Duty by the President of the United States. He is responsible for the safekeeping and proper disposition of Federal property issued to the State of Missouri and the accounting for Federal funds received for use by the Missouri National Guard.

The Office of the USPFO is divided into six Divisions: Administrative, Comptroller, Data Processing, Examining, Logistics, and Purchasing and Contracting.

The USPFO is authorized a staff of 88 Technicians (Federal) for the operation of his office.

Federal funds allotted to the USPFO, including both Army and Air National Guard Units, during Fiscal Year 1982 were as indicated below:

<u>ARMY NATIONAL GUARD</u>	<u>1982</u>
Annual Training Pay, Allowances, and Travel	\$ 5,740,200
Inactive Duty Pay and Travel	13,455,200
Civilian Pay	13,790,000
AGR Pay and Allowances	5,518,969
Supplies, Services, and Equipment	13,604,600
School Training	1,343,800
Special Training	551,900
Base Operations	1,240,700
Medical Support and Disability	357,800
Travel (Other than AT and IDT)	263,000
Recruiting Expenses	188,100
	<hr/>
TOTAL ARNG	\$56,054,269

AIR NATIONAL GUARD1982

National Guard Personnel (Travel, Per Diem, Subsistence, Clothing and Uniform Allowance)	\$ 874,100
Pay of Air Technicians	13,935,000
Service Contract (Operation and Maintenance)	1,293,392
Major and Minor Repairs	1,133,952
Miscellaneous Supplies and Services (Includes Medical Supplies and Annual Training Miscellaneous Expense)	2,536,432
Base Procured Equipment	176,000
Planning, Acquisition, and Construction	73,030
Active Duty IDT-UTA Payroll	5,861,281
Incentive Program (Reenlistment Bonuses)	79,339
Full-Time Manning Program	959,815
Basic Training Program	386,659

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TOTAL, ANG	\$27,309,000
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TOTAL, ARNG AND ANG	83,363,269
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ARMY NATIONAL GUARD

<u>MATERIEL</u>	<u>QUANTITY</u>	<u>VALUE</u>
Special Purpose Equipment (Weapons, Construction Equipment, Signal/ Electronics, and Miscellaneous)	295,391	\$ 59,668,982
Aircraft (1 Oct 82)	64	17,271,744
Wheeled Vehicles	2,585	41,783,940
 TOTAL	 298,040	 \$118,724,666



## STATE AWARDS

MERITORIOUS SERVICE MEDAL: This Medal is the highest honor awarded by the State of Missouri. It may be awarded for valor or merit.

CONSPICUOUS SERVICE MEDAL: The second highest honor awarded by the State. It may be awarded to Guardmembers and civilians.

MISSOURI NATIONAL GUARD COMMENDATION RIBBON: It is authorized to provide tangible evidence of public recognition for highly commendable service. The act or achievement must be such that it clearly places the candidate above his peers. A bronze oak-leaf cluster will be presented for second or succeeding awards of the Ribbon. A silver oak-leaf cluster may be worn in lieu of five bronze oak-leaf clusters.

NATIONAL GUARD OF THE UNITED STATES SERVICE RIBBON: This ribbon with clasp has been awarded to those persons ordered to active duty with the Armed Forces of the United States during the period 1 September 1961 through 31 August 1962. Additional clasps signifying the purpose of the active duty shall be awarded as appropriate in the event of any further call to duty of MONG personnel.

STATE EMERGENCY DUTY SERVICE RIBBON: Awarded to members of the MONG ordered to State active duty in time of emergency by the Governor to uphold the law and preserve order, protect lives and property, assist civil authorities and for the aid and relief of civilians in disaster. This award shall apply to State service rendered on or after 1 January 1968. A bronze star attachment may be worn in lieu of five bronze stars.

CERTIFICATE OF APPRECIATION: For presentation to MONG members who should be recognized upon separation from the Guard but who do not qualify for presentation of a higher award.

CERTIFICATE OF SERVICE: This Certificate, designed by the National Guard Bureau, is for issue to individuals upon their retirement or transfer from the Army or Air National Guard in recognition of more than 20 years of honorable or faithful service in the Armed Forces of the United States at least 10 of which were in the Army or Air National Guard.

MISSOURI NATIONAL GUARD SERVICE RIBBON (Five Years): Awarded to persons who have completed five years of honorable service in the MONG on or after 20 May 1971.

LONG SERVICE MEDAL: Awarded to persons of the MONG who have served honorably for at least 10 years in the MONG. This service does not have to be continuous and service rendered in any of the Armed Forces of the United States as a result of, or in connection with, membership in the MONG shall be considered as a part of such service.

10 years service	Bronze Medal
15 years service	Silver Medal
20 years service	Gold Medal

A Hawthorn Cluster to conform to the official floral emblem of this state to be worn on the ribbon of the Long Service Medal shall be awarded as follows: a bronze cluster for 25 years service, a silver cluster for 30 years service, and a gold cluster for 35 years service or more.

MISSOURI NATIONAL GUARD ACTIVE DUTY BASIC TRAINING SERVICE RIBBON AND

CERTIFICATE: The Ribbon and Certificate are designed to recognize members of the MONG who have honorably and successfully completed an active duty basic training course while a member of the MONG. These awards may be presented to all trainees after honorable and successful completion of active duty basic training and award of a primary MOS/AFSC.

CERTIFICATE OF MERIT, MILITARY: This Certificate is to recognize periods of faithful service, acts or achievements of good public and community relations, in the interest and support of the MONG.

CERTIFICATE OF MERIT, CIVILIAN: To recognize the contributions made to the MONG by individual citizens, groups of citizens, organizations, companies, corporations, or other industrial related groups. This also includes community support of a local unit and public service support by a local industry.

MISSOURI RESERVE MILITARY FORCE

The mission of the Missouri State Guard (MOSG), a short title, is to supplement the MONG when necessary or replace the Guard when it is not available. Authorized by Chapter 41, Revised Statutes of Missouri.

# MISSOURI ARMY NATIONAL GUARD

## G1 DIVISION

The G1 Division is comprised of the Military Personnel Branch (Officer and Enlisted), Recruiting and Retention Branch, Administrative Services Branch, SIDPERS Branch, Records and Archives Branch, Publications Section, Reproduction Section, Mail Distribution System, Orders Section, and Switchboard Operations.

The Military Personnel Branch is responsible for administration and management of personnel assigned to the MOARNG and for keeping the Adjutant General informed of matters pertaining to military personnel management. Recommendations for personnel policies and preparation of directives, applicable to the MOARNG, are formulated by this Branch in accordance with the Missouri Military Code, National Guard Regulations, and Department of the Army Regulations. This branch supervises and administers personnel actions including enlistments, appointments, transfers, promotions, reductions, separations, classification, and maintenance of personnel records of MOARNG personnel. A roster of AG-201 military personnel record files is maintained to include complete records of service of enlistment and appointment of commissioned officers and warrant officers.

## MOARNG STRENGTH 30 JUNE 1982

	<u>Authorized</u>	<u>Assigned</u>		
		<u>Male</u>	<u>Female</u>	<u>Total</u>
Officer	647	641	23	664
Warrant Officer	225	206	1	207
Enlisted	<u>8,291</u>	<u>7,119</u>	<u>359</u>	<u>7,478</u>
Total	9,163	7,966	383	8,349

All officers and enlisted personnel (Guardsmen and Guardswomen) are trained to be Combat Ready to serve with the Active Army. They are assigned to the following branches:

Adjutant General's Corps  
Air Defense Artillery  
Armor  
Army Medical Specialist Corps  
Army Nurse Corps  
Chaplain Corps  
Chemical Corps  
Corps of Engineers  
Dental Corps  
Field Artillery

Medical Corps  
Medical Service Corps  
Military Intelligence  
Military Police Corps  
Ordnance Corps  
Quartermaster Corps  
Signal Corps  
Staff Specialist  
Transportation Corps

The Officer Branch (G1-O) is responsible for Officer Personnel Actions, Maintenance of their Personnel Files, and the Officer Personnel Management System. During this reporting period there were 125 officer/warrant officer appointments and 94 separations.

The Enlisted Branch (G1-E) is responsible for Enlisted Personnel Actions, Maintenance of their Personnel Files, Enlisted Casualty Reports, Command Sergeant Major Programs, Enlisted Qualitative Retention Program, Processing Requests for Initial Active Duty Training (REP-63), Preparation of Annual Report of Screening, Preparation of Training and Readiness Status and Unsatisfactory Participation Reports. During the period of this report, this Branch processed 2,229 enlistments; 1,446 extensions of enlistment; 1,757 losses; and ordered 1,062 non-prior service enlistees to active duty for training in a Federal status.

The objective of the Army National Guard/Selective Reserve Incentive Program is to increase enlistments, improve retention and provide for force stability through reduced attrition and longer terms of service by offering various incentives. The Army National Guard is authorized to pay six types of Federal bonuses to guardmembers who qualify: The enlistment cash bonus, the enlistment education assistance bonus, the reenlistment/extension bonus (3 year and 6 year), the affiliation bonus, and the Inactive Army National Guard bonus. The following represents the total number of guardmembers who received each type of bonus during the period 1 July 1981 through 30 June 1982:

Enlistment Bonus	486
Education Assistance	66
Reenlistment/Extension Bonus (6 year)	284
Reenlistment/Extension Bonus (3 year)	112
Affiliation Bonus	16
Inactive Army National Guard Bonus	2

The Recruiting and Retention Branch operates under the Staff Supervision of G1 with the Recruiting and Retention Manager (RRM) in charge of daily operations. The RRM's principal mission is to develop and monitor plans, policies, and programs, designed to improve the overall strength of MOARNG units to allow the accomplishment of their assigned missions. To aid the RRM, a full-time staff of 54 personnel is authorized as follows:

- a. One Medical Recruiting Officer
- b. Two Recruiting and Induction Officers
- c. One Operations Sergeant Major
- d. Four District Recruiting Non-Commissioned Officer in Charge (NCOIC)
- e. Thirty-five Field Production Recruiters
- f. Two State Attrition/Retention Non-Commissioned Officers
- g. Four Field Attrition/Retention Non-Commissioned Officers
- h. Two Military Examination Processing Station (MEPS) Guidance

Counselors

- i. One Administrative Specialist
- j. One Secretary (State Employee)

The two major changes to the Branch's force structure since the last report are the addition of the Medical Recruiting Officer and the four Field Attrition/Retention NCO's. The Medical Recruiting Officer is tasked with increasing the number of Medical Corps and Medical Service Corps Guard personnel in the units. The Field Attrition/Retention NCO's are tasked with training and assisting the units, and in particular the Unit Retention Counselors, in improving the State's loss posture by counseling unit members prior to their actual separation, contacting losses immediately after separation, and providing accurate information on reasons for losses to the RRM.

In order to accomplish his primary mission, the RRM is tasked with subordinate functions. These include: Budget Funding, Result Trends, Forecasting, Statistical Analysis, Cost Analysis, Management Analysis, Research and Market Analysis, Program Evaluation, Establishment of Goals and Objectives, Long Range Planning, Advertising, Training, Awards to include Referral Awards Program, Applicant Processing, Special Events, and dealing with Active Armed Forces Counterparts. As a result of the Branch's efforts, the overall strength of the MOARNG has increased from 89.27% of authorized in June 1981 to 91.1% in June 1982. This represents a gain of 1.84% or an increase in strength of 156 guard personnel.

With a continuing well rounded Recruiting Program, and the implementation of a strong State Retention Program, the strength of the MOARNG is expected to meet with continued success and the retention of the best qualified of the current members of the Army National Guard is assured.

The Records and Archives Branch, under authority of Section 41.170, Revised Statutes of Missouri, 1978, is responsible for the compilation and maintenance of military records of service dating from the War of 1812. The Branch has in its holdings records from which service verification cannot be obtained from any other source.

During the period 1 July 1981 to 30 June 1982 this Branch:

- a. Received and alphabetically filed approximately 10,000 Armed Forces Reports of Separation, DD Form 214.
- b. Replied to genealogical inquiries with approximately 2,400 letters.
- c. Furnished service documents to verify service to many hundreds of other requestors.
- d. Assisted 173 visitors who were seeking their ancestors' records.
- e. Up-dated the Civil War Confederate records by the addition of some 5,000 entries taken from the survey documents of the United Daughters of the Confederacy on file at the State Historical Society, Columbia, Missouri.
- f. Assisted 35 guardsmen in completing their application for retired pay.
- g. Processed approximately 120 applications to the National Guard Bureau for verification of 20 year retirement eligibility.
- h. Advised those individuals receiving retirement eligibility verification of their authorization to participate in the Survivor Benefit Plan.
- i. Provided information and assistance to a number of recent widows of guardsmen in applying for survivor benefits.

j. Furnished casualty listings of World War I, World War II, Korea, and Vietnam to those counties desiring this information for memorialization purposes.

k. Continued microfilming the National Guard discharged personnel files and other record sources.

l. Posted the Unit Training Assembly attendance to over 8,000 cards monthly.

m. Processed and issued the following awards during the year:

Army Meritorious Service Medal	4
Army Commendation Medal	14
Missouri Meritorious Service Medal	15
Missouri Conspicuous Service Medal	10
35 Year Long Service Hawthorn Cluster (Gold)	5
30 Year Long Service Hawthorn Cluster (Silver)	33
25 Year Long Service Hawthorn Cluster (Bronze)	72
20 Year Long Service Ribbon*	120
15 Year Long Service Ribbon*	200
10 Year Long Service Ribbon*	298

\* Award was changed from medal to ribbon by Senate Bill 715, 30 April 1982.

The SIDPERS (Standard Installation/Division Personnel System) Interface Branch (SIB) is an integral part of the GI Division which has the primary task of maintaining data contained in a computerized personnel system and providing this data to users in the form of management information reports and summaries. It came into existence on 1 July 1981.

The SIB consists of two sections: SIB Headquarters and the Personnel Reporting System Section.

SIB Headquarters is responsible for the day to day operation of the SIDPERS Interface Branch, providing administrative support to the Personnel Reporting System Section and validation of all incoming and stored personnel data contained in the Personnel Reporting System Data Base.

The Personnel Reporting System is responsible for reviewing personnel transactions for accuracy and completeness, preparing keypunch information and maintenance of the Personnel Reporting System Data Base.

The SIB consists of seven personnel: One SIB Chief (O3 position), one Personnel Sergeant (E7 position), three Data Analyst (1-E8, 1-E7, and 1-E6 positions), one Civil Service Technician (GS6 position), and one state employee.

The Personnel Reporting System Section processed over 29,000 personnel transactions during the period 1 July 1981 to 30 June 1982.

The SIB is also responsible for administering the Drill Attendance Monitoring and Procedures Report (DAMPRE). DAMPRE combines personnel, financial, and

training data into three reports which show drill attendance (by individual and statistical computations) and usage of additional training assemblies and additional flight training periods.

Seventy-five separate computer programs are utilized to operate the Personnel Reporting System and the Drill Attendance Monitoring and Procedures Report.

COMMANDERS, MISSOURI ARMY NATIONAL GUARD

HHD, MOARNG, Jefferson City

1LT John A. Adams

AVCRAD(1107th)(-Det 1), Springfield  
Det 1, AVCRAD(1107th), Lebanon  
1107th Med Det, Springfield  
135th Mil Hist Det, Jefferson City  
4175th MP Det, Jefferson City

COL Waylen E. Jobe  
MAJ Dalton C. Wright  
MAJ John W. Goodwin  
CPT Antonio F. Holland  
LTC Bill D. Williams

HQ, Command and Control, Kansas City

COL John H. Little

ARNG Tng Site, Camp Clark, Nevada  
118th Engr Det, Camp Clark, Nevada  
135th Sta Hosp, Kansas City  
204th Gen Sup Co, Nevada

LTC Raymond L. Pendergrass

COL George J. Pierron  
CPT Jimmie C. Williams

35th Spt Cen, Jefferson City  
HQ Detachment, Jefferson City

LTC Donald R. Carter  
1LT Wilbur W. Gooch, Jr.

HQ, 175th MP Bn, Fulton  
HHD, 175th MP Bn, Fulton  
1175th MP Co (-Det 1), Moberly  
Det 1, 1175th MP Co, Boonville  
2175th MP Co, Hannibal  
3175th MP Co, Warrenton

LTC Gregory A. Smith  
1LT Bruce T. Clemonds, Jr.  
CPT Camden R. Fine  
2LT Keith W. Sickendick  
CPT Frederick J. Forck  
CPT Terry D. Porterfield

HQ, 204th MP Bn, Jefferson Barracks  
HHD, 204th MP Bn, Jefferson Barracks  
1136th MP Co, Jefferson Barracks  
1137th MP Co (-Det 1), Kennett  
Det 1, 1137th MP Co, Caruthersville  
1138th MP Co (-Det 1), West Plains  
Det 1, 1138th MP Co, Doniphan

LTC James O. Preston  
CPT John L. Hammontree  
CPT William L. Conway  
CPT Michael E. Back  
1LT Thadious S. Shelly  
CPT Julius A. Fraley  
1LT Ronald D. Litherland

HQ, 205th MP Bn, Kansas City  
HHD, 205th MP Bn, Kansas City  
1139th MP Co, Pleasant Hill  
1140th MP Co, Kansas City  
1141st MP Co, St. Clair

LTC Chester W. Smith  
1LT John L. Cairer, Jr.  
CPT William S. Taveau  
CPT James L. Simpson  
CPT Ronald F. Ferguson



HQ, 205th Med Bn, Kansas City	LTC Michael D. Egbert
HHD, 205th Med Bn, Kansas City	CPT Steven K. Turnbull
865th Med Co (-Det 1), Lamar	CPT Stan B. Davis
Det 1, 865th Med Co, Kansas City	1LT James K. Maness
867th Med Det, Jefferson City	CPT David D. Graydon
868th Med Det, Jefferson City	MAJ Robert E. Buxton
70th PAD, Jefferson City	MAJ Dwight L. Fine
 HQ, 35th Engr Bde, Jefferson Barracks	 BG Richard D. Dean
HHC, 35th Engr Bde, Jefferson Barracks	CPT Kenneth W. Liescheidt
 HQ, 203d Engr Bn, Joplin	 LTC Robert A. Harris
HHC, 203d Engr Bn, Joplin	CPT Randall E. Friend
117th Engr Det, Joplin	
Co A (-Det 1), Anderson	CPT Nils R. Ranum
Det 1, Co A, Neosho	1LT Tommy J. Shields, Jr.
Co B, Carthage	CPT James L. Vannaman
Co C (-Det 1), Monett	CPT Tom W. Jensen
Det 1, Co C, Pierce City	1LT Lonnie R. Harmon
Co D (-Det 1), Webb City	CPT Rodney A. Layton
Det 1, Co D, Joplin	1LT Gregory J. Wells
 HQ, 880th Engr Bn, Jefferson Barracks	 LTC Echol E. Cook
HHD, 880th Engr Bn, Jefferson Barracks	LTC Echol E. Cook
220th Engr Co (-Det 1), Jefferson Brks	1LT Donald G. Kirby
Det 1, 220th Engr Co, Festus	1LT Dennis L. Timmerman
235th Engr Det, Kansas City	CPT Clayton E. Hill III
1438th Engr Co, Rolla	1LT Virgil L. Iiams
 HQ, 135th Engr Gp, Cape Girardeau	 COL Herbert F. Wickham III
HHC(-Det 1), 135th Engr Gp, Cape Girardeau	CPT Gordon S. Griffin
Det 1, HHC, 135th Engr Gp, Jefferson City	MAJ Eugene D. Sizemore, Jr.
HQ, 110th Engr Bn, Kansas City	LTC Roger Alewel
HHC, 110th Engr Bn, Kansas City	CPT Richard L. Manfredi
Co A, Kansas City	CPT Michael L. Colley
Co B, Kansas City	CPT William G. Troumbley, Jr.
Co C, Lexington	CPT Lee H. Ellmaker
Co D, Clinton	CPT John R. Jackson
 HQ, 1138th Engr Bn, Jefferson Brks	 LTC Jerold E. Mueller
HHC(-Det 1), Jefferson Brks	CPT Clarence T. Woodward
Det 1, HHC, St. Charles	1LT Duane A. Lynch
Co A, Jefferson Barracks	1LT Charles R. Beekman, Jr.
Co B, Jefferson Barracks	1LT Stanley V. Tiefenbrun
Co C, St. Charles	1LT Steven A. Schneider
Co D, Jefferson Barracks	CPT Keith Y. Omura

HQ, 1140th Engr Bn, Cape Girardeau	LTC Clarence W. Suedekum, Jr.
HHC, 1140th Engr Bn, Cape Girardeau	CPT Donald B. Norman
Co A (-Det 1), Jackson	CPT Gilbert R. Wright
Det 1, Co A, Charleston	1LT Bruce A. Fee
Co B (-Det 1), Perryville	CPT Robert E. Rafferty, Jr.
Det 1, Co B, Fredericktown	1LT Dennis C. Rabold
Co C (-Det 1), Sikeston	CPT Clyde A. Vaughn
Det 1, Co C, Portageville	1LT Kevin P. Hensley
Co D, Farmington	CPT Chris D. Owen
 HQ, 135th Field Artillery Brigade, Sedalia	 COL Dale L. Strannigan
HHB, 135th FA Bde, Sedalia	CPT Richard R. Michaels
 HQ, 1st Bn, 128th FA, Columbia	 LTC Duane M. Norman
HHB, 1st Bn, 128th FA, Columbia	CPT Craig H. Morton
Svc Btry, Mexico	CPT Kenneth E. Welty
Btry A, Jefferson Barracks	CPT Gary R. Anderson
Btry B, Kirksville	CPT Marion F. Morris
Btry C, Marshall	CPT Robert J. Petrich
 HQ, 1st Bn, 129th FA, Maryville	 LTC Thomas T. Catlett
HHB, 1st Bn, 129th FA, Maryville	CPT Kenneth P. Millsap
Svc Btry, Richmond	CPT Richard J. Randolph II
Btry A, Albany	CPT Jerry L. Buckles
Btry B, Chillicothe	CPT Dennis W. Heldenbrand
Btry D, Independence	CPT Timothy D. Polles
 HQ, 135th Sig Bn, St. Joseph	 LTC Robert W. Bennett
HHD, 135th Sig Bn, St. Joseph	1LT Leonard J. Archer
Co A, 937th Sig Bn	CPT Marvin W. Pierson
Co B, 937th Sig Bn	CPT Thomas E. Masso
 HQ, 142d Trans Bn, Springfield	 LTC Bobby A. Pierceall
HHD, 142d Trans Bn, Springfield	1LT John W. Salchow
1106th Trans Co (-Det 1), Springfield	MAJ John W. Kavanaugh, Jr.
Det 1, 1106th Trans Co, Aurora	CPT Michael B. Pace
Co D, 38th Avn Bn, Warrensburg	CPT Michael A. Schuster
135th Army Band, Springfield	CW2 Edward L. Rogers II
 HQ, 735th Maint Bn, Jefferson City	 LTC Gregory Eskijian
HHD, 735th Maint Bn, Jefferson City	CPT George T. Hasler
1035th Maint Co (-Det 1), Jefferson City	CPT Howard W. Gray
Det 1, 1035th Maint Co, DeSoto	1LT Dennis J. Gannon
206th Maint Co (-Det 1), Poplar Bluff	1LT Stanley H. Matlock
Det 1, 206th Maint Co, Bernie	1LT Stanley H. Matlock
1221st Trans Co (-Det 1), Dexter	CPT Michael D. Jameson
Det 1, 1221st Trans Co, Salem	CPT Michael D. Jameson

### G3 DIVISION

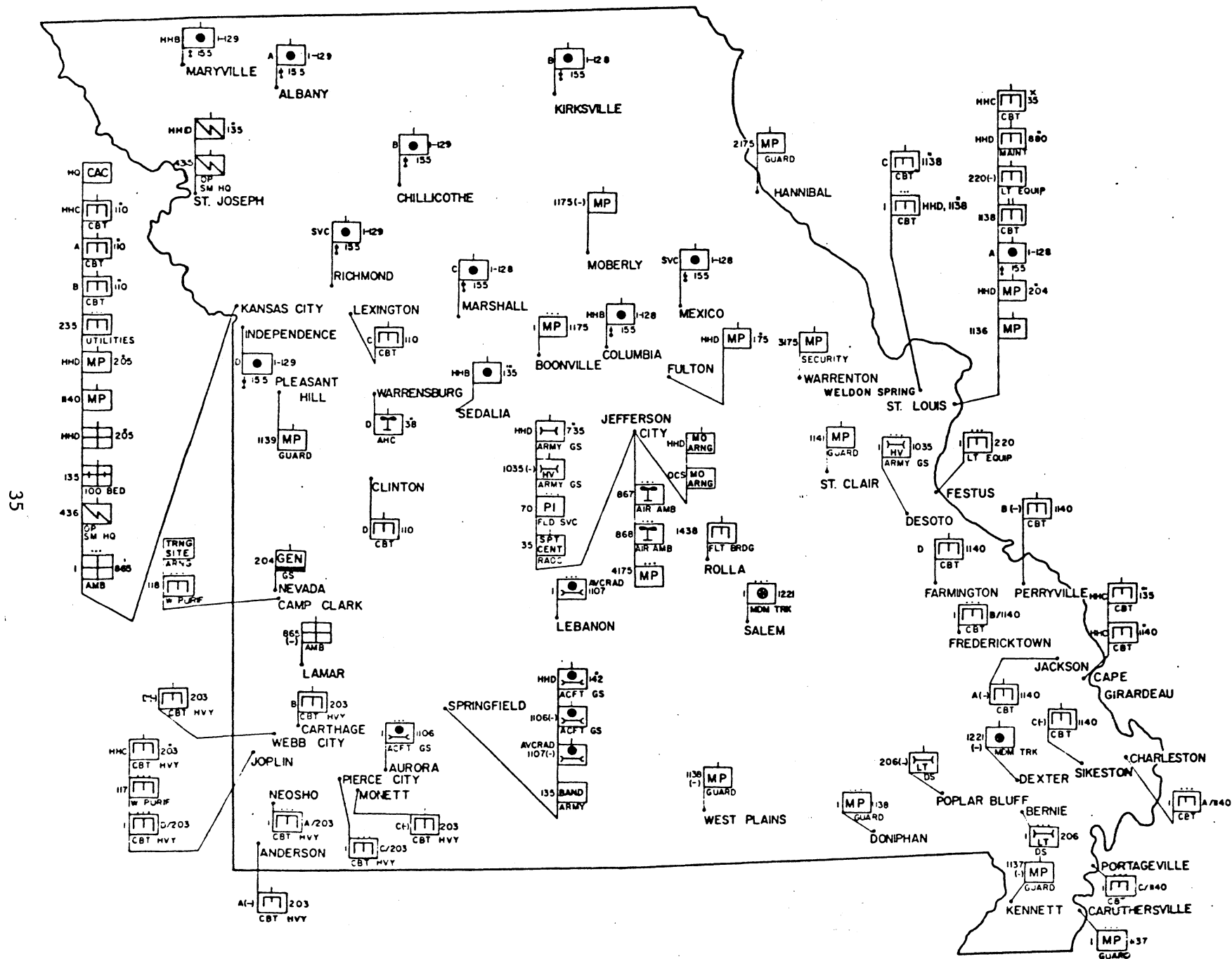
The Plans, Operations and Training Officer (G3) is responsible for the organization, operations, training, readiness mobilization, security, contingency planning, and military support to civil authorities within the MOARNG. Specific functions are as follows:

ORGANIZATION. The MOARNG is organized into 77 units that are included in the Department of the Army (DA) total force structure as approved by the Secretary of the Army. There are 20 organizational headquarters and 57 other units (18 of these units are split into 36 part units). This totals 95 units serving in 57 Missouri cities, towns, and communities. They are your local forces, ready for any State emergency, and also a part of the Ready Reserve of the U.S. Army ready for Federal mobilization. The organizational structure and unit locations are depicted on the next page.

TRAINING. All units of the MOARNG are Federal mobilization entities except the State Headquarters and Headquarters Detachment and the Command and Control Headquarters (CAC). Operations and training are conducted under the purview of the DA as promulgated by the U.S. Army Forces Command (FORSCOM). Doctrinal guidance is provided by DA Regulations, Army Training and Evaluation Programs (ARTEP), and other pertinent training publications. The Commander, Fifth U.S. Army, Fort Sam Houston, Texas, is responsible for the training supervision and evaluation of MOARNG units with a Federal mobilization mission. Army Readiness and Mobilization Region V (ARMR V), Fort Sheridan, Illinois, provides technical assistance and evaluation of units for the Fifth Army Commander. The Adjutant General publishes implementing training directives to the units. Training requirements and objectives are specified on a yearly basis, to include annual training sites and logistical support requirements. Each unit publishes a yearly training program and subsequently quarterly or monthly training schedules covering training activities for 48 inactive duty training assemblies per Fiscal Year (1 Oct - 30 Sep). Specific annual training guidance and schedules are issued for a minimum of 15 days of annual training during each training year.

Pre-mobilization training objectives are established by FORSCOM based on mobilization deployment priorities and schedules. As a general rule, companies are assigned a Readiness Condition (REDCON) objective of C-2 (substantially ready) as a goal to be attained prior to mobilization into the Active Army.

Guardmembers must always remain informed, alert, and eager to learn the most current of the continuing changes, new techniques, and technological advances demanded in modern warfare. To accomplish this, our Guardmembers are encouraged to attend resident instruction offered at the U.S. Army Branch Service Schools. Federal funds for resident training available from the National Guard Bureau (NGB) during FY 82 amounted to \$1,241,500. Missouri Guard personnel attended various Army Service Schools during FY 82, ranging from one week to 12 months.



Modern warfare depends on information of high technical order, much of it is classified. This necessitates a continuous security requirement. Many of the highly trained technical personnel of the National Guard require security clearances involving the performance of their duties and/or maintenance of classified equipment. The training section processes these requests for security investigations and issues the final clearance.

A unit Status Report is submitted by units to this office and subsequently to NGB on a quarterly basis. This report describes the total combat readiness posture of each unit.

The directed affiliation program, which affects two battalions and four separate companies of the State, provides limited funding for those units, and establishes a working relationship with like units of the Active Army. This program is administered by the training section, and generally consists of Mutual Training Coordination and Support.

Our units participate in Domestic Action Projects on occasion when proper training criteria is met. Such projects provide military occupational specialty (MOS) training not normally available to a unit, as well as assist the local communities.

SKILLS QUALIFICATION TESTING (SQT). This program is a diagnostic training and evaluation program designed to improve individual soldier and unit readiness. It is a continuous process, not just an annual evaluation. It consists of soldier training, proficiency evaluation, and training program modification to correct training weaknesses. Incorporating the SQT into unit individual training programs is essential to meet the National Guard's goal of fielding fully trained soldiers.

PLANS, OPERATIONS AND MILITARY SUPPORT. The primary responsibility of this section is planning for the possibility of mobilization for Federal duty and for support to civil authorities within the State for all types of natural or man caused disasters, i.e., floods, tornadoes, civil emergencies, etc.

A total of 555 Guardmembers were on State emergency Duty between 1 July 1981 and 30 June 1982. The Guard responses were to Ralls County for evacuation in the Clarence Connor Dam flood, Southwest Missouri to assist in the capture of escaped prisoners, and snow removal operations in the St. Louis and Southwest Missouri areas. Total cost was \$155,739.66.

Plans are developed to permit efficient preparation and implementation of a mobilization order and to support civil authorities in the reconstitution of the State following a nuclear attack from an aggressor nation. The plan coordinates the support activities of all the military services and their reserve components, as well as designated agencies and specified civilian task force groups.

Maintaining current contingency plans requires continuous liaison with the active military services, their reserve components and the civil authorities

of the State, county, and local political subdivisions. The plans are conceived, propagated, exercised, tested and revised as appropriate. This is necessary to insure the plans are realistic and current.

The section is also responsible for the efficient operation of the Emergency Operations Center (EOC) in the Adjutant General's Office. The EOC, utilizing its many facilities, provides the required command, control, and logistical support to forces involved in operations.

To maintain an operationally responsive force capable of performing the wide variety of missions that could be assigned, the section provides many special emphasis training programs, briefings, and seminars.

This section is additionally responsible for the Telecommunication Security Program (COMSEC). This program deals with both hard and soft ware encoding and decoding equipment, and the associated administration and security responsibilities. Also assigned are similar responsibilities relating to the Information Security Program (Document Security) and the State Operations Security Programs.

Additional missions are to supervise the implementation of the Physical Security Programs and to make the appropriate inspection of MOARNG units. To further increase the responsiveness and operational capability of the Missouri Military Forces, the section supervises the functioning of a Statewide radio network, linking designated units and this headquarters. The system is utilized daily for administration and management during operations for command, control, and support to the forces involved.

TRAINING AMMUNITION MANAGEMENT. Training ammunition is a relatively scarce commodity nationwide requiring authorized ammunition assets to be effectively managed by the Training Section through the Training Ammunition Management System (TAMS) for use by National Guard units. This management consists of developing, reviewing and validating unit statement of requirements for a specific training year; receiving yearly authorized quantities and subauthorizing to major subordinate commands; process and validate unit level ammunition forecasts for accuracy and enter data into computer in a timely manner; tracking expenditures against subauthorizations and taking appropriate actions to increase or reduce subauthorizations necessitated by changes in training, missions, priorities, training sites and times. The TAMS enables managers at all levels to identify and prioritize critical training ammunition resources in addition to reducing or eliminating unnecessary expenditures.

A potential exists for significant cost savings in three principal areas:

- a. Directing attention to maximize the use of subcaliber ammunition items with consequent cost savings.
- b. Increased control of forecasting to logistics channels will result in significant reductions in transportation costs along with reduced training

loss due to nonavailability of authorized ammunition items.

c. Attention is focused on the use of lower cost ammunition items when the training requirement allows the use of these items.

MARKSMANSHIP TRAINING MANAGEMENT. The first priority and primary mission of marksmanship training is for the individual soldier to become more proficient and qualified with individual and crew served weapons. In order to achieve this mission, a competitive program at unit and battalion level is encouraged. Postal matches, inter-unit, junior programs, and battalion competitions are available for commanders and interested Guardpersons. The battalion winning teams from the State combat championships represent the MONG in higher level service competitions, including at this time three National level tournaments. Personnel involved in the combat competitive program become more proficient marksmen as well as better qualified instructors/coaches to pass on what they have learned to members of their unit.

At the top of the competitive marksmanship program pyramid are the state level composite teams. These squads are made up of the most talented individuals in the state, a majority of which are selected from the best of the battalion combat competitors. These highly proficient individuals form a pool of expertise that units can utilize to assist in the marksmanship aspect of unit readiness.

MILITARY ACADEMY. Our Academy conducts an Officer Candidate School (OCS) and Noncommissioned Officer (NCO) Schools as well as special leadership schools. The overall guidance for the program is provided by an Academic Board, comprised of senior commanders in the MOARNG.

The OCS was established in May 1962. Since that time 637 candidates have successfully completed the 13 month program. It is expected that 20 candidates in the current class will be commissioned as Second Lieutenants in September 1982.

Federal funds support the Academy by providing rations, uniforms, equipment, and pay. Two full-time employees are provided for day to day administrative operation of the program. State funds provide pay for instructors and tactical officers during weekend OCS assemblies, supplement rations, provides printing, and other contractual services.

The intent and responsibility of the OCS is to provide a continuing source of dedicated junior officers, capable and willing to exert effective leadership in the MOARNG. Candidates are selected from the most promising enlisted personnel in the various units throughout the State after strict examination procedures by selection boards. The National Guard Bureau, Washington, D.C., prescribes minimum standards and the scope of instruction; the Infantry School, Fort Benning, Georgia, prepares the majority of the curriculum; and the Academy Commandant establishes required leadership and academic performance standards plus supervising all training activities.



The Basic NCO School program of instruction, which started in 1967, has two aspects: academic instruction and leadership training. Academic training is concerned with classroom work and practical work in the field. Leadership training is designed to provide basic leadership principles to the potential NCO at the squad level. The course consists of two phases: Phase I is conducted on one weekend (two days) of classroom instruction and Phase II is a two-week program conducted in conjunction with the OCS annual training period. Since its inception, 1,607 Missouri enlisted personnel have completed this program.

The first Senior NCO School was conducted in January 1976. The two-week school is scheduled annually for 51 students. This course provides a comprehensive, professional, and educational environment within which selected non-commissioned officers may prepare to assume and fully discharge the total range of senior NCO responsibilities.

The first Advanced NCO School, designed for grade levels E6 and E7, was conducted in August 1981. This intermediate course, consisting of two weeks Annual Training, provides continuation of military skill training and leadership development for the second level supervisors.

The first Primary NCO School, scheduled for August 1982, will provide more intensified training for E4/E5 soldiers who have specialties in Infantry, Combat Engineer, Artillery, and Armor.

The Military Academy also sponsors, periodically, special schools for units throughout the State, to include Leadership Courses for junior officers and NCO's.

The Command Readiness Inspection (CRI) is a single integrated inspection of a designated headquarters, organization, or unit. The CRI evaluates the readiness of a unit to mobilize and identifies those conditions that adversely affect the unit's ability to attain rapidly a full-mission capability. The CRI constitutes the Fifth US Army general inspection and does indicate trends, both positive and negative, throughout the command rather than awarding an overall rating of pass or fail. Fifth US Army conducted CRIs for 50 separate organizations of the Missouri Army National Guard during the time frame of 1 July 1981 through 30 June 1982.

#### ARMY AVIATION

GENERAL. Army Aviation within the MOARNG utilizes the basic concept of centralized control and de-centralized operations. In consonance with this concept, aviation assets are consolidated for the conduct of training, operations, and maintenance. The Aviation Program is dedicated to improving the professional qualifications of individual crewmembers and operational readiness of the various aviation units throughout the State. Continued and constant emphasis on aviation safety has resulted in a zero accident rate for

the past several years.

ORGANIZATION. The aviation program is developed and supervised by the State Army Aviation Officer, who occupies a special staff position in the State Headquarters and Headquarters Detachment. This position is occupied by a dual rated commissioned officer who is a full-time employee of the Adjutant General, and is supervised by the Command Administrative Officer.

FUNCTIONS. The State Army Aviation Officer's responsibilities include:

a. Supervision of two Army Aviation Support Facilities (AASF) and one Army Aviation Flight Activity (AAFA).

b. Staff coordination with the National Guard Bureau (NGB) and other State/Federal agencies in all matters pertaining to aviation operation, training, maintenance, and safety.

c. Coordination of joint use of Army Aviation assets by the various Army National Guard units in the State.

d. Preparation and coordination of operating budgets required to support the Army Aviation Program.

e. Insuring that Army National Guard aircraft are used exclusively for official purposes.

OPERATIONS. Army Aviation units are supported on a full-time basis by two Army Aviation Support Facilities and one Army Aviation Flight Activity. These installations are:

a. Jefferson City Army Aviation Support Facility (AASF), Jefferson City Memorial Airport.

b. Whiteman Army Aviation Support Facility (AASF), Whiteman AFB.

c. Springfield Army Aviation Flight Activity (AAFA), Springfield Regional Airport.

These installations are organized to provide centralized control and operation of aviation assets. They provide day-to-day maintenance and modifications of aircraft and allied equipment consistent with authorizations established by Department of Army and NGB. Each aviation installation is staffed with personnel for the purpose of conducting individual crewmember training and maintenance of assigned aircraft and related ground support equipment. Current manning criteria authorizes 117 full-time Federal technicians, but funding support and manpower constraints authorize only 80 personnel, or 68% of the authorized force.

STATUS OF FACILITIES. Within recent years, an expanded building program has resulted in MOARNG aviation facilities which are among the best in the nation.

The construction costs of these facilities are provided from Federal funds, with design and construction supervision provided by the State of Missouri.

a. The AASF at Whiteman AFB is the only MOARNG installation located on an active military base. The facility was completed in January 1978 at a cost of 1.2 million dollars. This AASF supports Company D, 38th Aviation Battalion, an attack helicopter unit, which is located in nearby Warrensburg.

b. Springfield AAFA is co-located with the Missouri Aviation Classification Repair Activity Depot (AVCRAD) at Springfield Regional Airport. This model facility was completed in February 1981 at a cost of 4.2 million dollars and is recognized as the most modern and functional aviation facility in the United States. Supported units include: AVCRAD (1107th); HQ, 142nd Transportation Battalion; and the 1106th Transportation Company.

c. Jefferson City AASF is currently located in a privately owned, leased building on Jefferson City Memorial Airport. A new, modern building is now under construction, and is scheduled to be completed in October 1982 at a cost of 1.8 million dollars. This installation is located on property donated by the City of Jefferson and is situated on a site that has been built up above the flood plain. Supported units at this facility include: State Headquarters and Headquarters Detachment, 867th Medical Detachment (Helicopter Ambulance), 868th Medical Detachment (Helicopter Ambulance), and Detachment 1, 135th Engineer Group.

AIRCRAFT ASSETS. The current aircraft fleet consists of 59 turbine powered helicopters and 4 twin engine, piston powered airplanes, which are stationed as follows:

	<u>UH1</u>	<u>OH-58</u>	<u>AH-1</u>	<u>U-8</u>	<u>T-42</u>	<u>C-7A</u>
Whiteman AFB	19	12	1			
Springfield	7	1			1	2
Jefferson City	16	3		1		
	<hr/> 42	<hr/> 16	<hr/> 1	<hr/> 1	<hr/> 1	<hr/> 2

ANNUAL FLYING HOUR PROGRAM. Missouri Army National Guard aviators must meet the same training requirements as their active Army counterparts. To accomplish the required training, NGB allocates an annual flying hour program to each State, based on the number of aircraft and aviators assigned. Programmed flying time for FY 1982 (1 Oct 81 - 30 Sep 82) is 9,090 hours, which will be completed by 30 September 1982. Funding to support the flying hour program is provided by NGB as part of the Department of Defense operating budget. No state funds are allocated to support this program.

AVIATION PERSONNEL STRENGTH. Aviation units comprise more than 11% of the authorized strength of the MOARNG with a total of 1014 personnel authorized.

As of 30 June 1982, total assigned strength was 973, or 96% of the authorized level. Recruiting and retention programs continue to receive a high priority in all aviation units. It is anticipated that 100% authorized strength will be attained in the near future.

STATE EMERGENCY DUTY. Army aviation assets are utilized in almost every period of State Emergency Duty (SED) ordered by the Governor. Fortunately, requirements during the past year have been unusually light, with only two periods of SED which required aviation support. Two UH-1 helicopters were flown a total of 13.1 hours in support of the McDonald County manhunt 12-13 September 1981 and one UH-1 was flown 13.2 hours in support of the St. Louis snowstorm emergency 1-5 February 1982.

#### STATE MAINTENANCE OFFICE

Organizational, direct and limited general support maintenance is performed on all surface equipment issued to the MOARNG in 15 fixed facilities. There are 245 full-time Civil Service technicians authorized to man these facilities.

Included in these facilities are 14 Organizational Maintenance Shops (OMS) and one Combined Support Maintenance Shop (CSMC). Their locations are indicated below:

110th Engineer Battalion OMS . . . . .	Raytown
1138th Engineer Battalion OMS. . . . .	St. Charles
1140th Engineer Battalion OMS. . . . .	Cape Girardeau
206th Maintenance Company OMS. . . . .	Poplar Bluff
1438th Engineer Company OMS. . . . .	Rolla
135th Signal Battalion OMS . . . . .	St. Joseph
Btry C, 1st Bn, 128th Field Artillery OMS. . . . .	Marshall
Svc Btry, 1st Bn, 128th Field Artillery OMS. . . . .	Mexico
1035th Maintenance Company OMS . . . . .	Jefferson City
220th Engineer Company OMS . . . . .	Jefferson Barracks
1106th Transportation Company OMS. . . . .	Springfield
1139th Military Police Company OMS . . . . .	Pleasant Hill
203d Engineer Battalion OMS. . . . .	Neosho
204th General Supply Company OMS/Unit Training Equipment Site . . . . .	Nevada
Combined Support Maintenance Shop. . . . .	Jefferson City

The OMS's provide backup organizational maintenance that is beyond the capability of using units. They maintain a stock of repair parts and provide organizational mechanics. They also serve as a concentration point for equipment to be evacuated to higher category maintenance facilities. These shops are authorized 162 technicians.

The CSMS performs direct and general support maintenance that is beyond the capability of using units. This shop is authorized 79 technicians.

## AVIATION CLASSIFICATION AND REPAIR ACTIVITY DEPOT

The Missouri Aviation Classification and Repair Activity Depot (MO-AVCRAD) is located on Springfield Regional Airport, Springfield, Missouri. MO-AVCRAD has a multi-state mission and accomplishes the General Support/Aviation Intermediate Maintenance (GS/AVIM) mission for Army National Guard (ARNG) aircraft and aircraft systems on a multi-state area support basis. The support area consists of Arkansas, Illinois, Indiana, Iowa, Kansas, Missouri, Michigan, Minnesota, Nebraska, North Dakota, Oklahoma, South Dakota, Texas and Wisconsin. MO-AVCRAD mission comprises GS/AVIM aircraft maintenance and backup Direct Support/Aviation Unit Maintenance (DS/AVUM), plus limited Depot Support maintenance for 685 aircraft assigned to ARNG units throughout the 14 state support area. Additional missions are configuration control for ARNG aircraft, weight and balance of aircraft, synthetic trainer repair, maintenance by mobile teams and management of a Direct Exchange program and Aircraft Intensively Managed Items (AIMI) programs for the support area.

The four ARNG AVCRAD's, located in Groton, Connecticut; Fresno, California; Gulfport, Mississippi and Springfield, Missouri, have the responsibility for the ARNG GS/AVIM aircraft maintenance mission for the ARNG aircraft fleet which was previously accomplished by the Active Army.

MO-AVCRAD plays a vital role in the ARNG aviation maintenance readiness. It is organized under a separate Table of Distribution and Allowances (TDA) in order to have all technicians in one unit for the purpose of mobilization to support a full or partial mobilization of ARNG aircraft and to augment Army Depot operations after mobilization. The MO-AVCRAD has a high priority aircraft maintenance mobilization mission in Europe.

The workload at MO-AVCRAD during FY 1982 consisted of 150 General Support aircraft repairs, 5,000 components repaired, and 23 workorders accomplished by mobile maintenance teams throughout the support area. Funding for aircraft parts, tools, and travel to include cost of the Direct Exchange program and the consolidated AIMI program exceeds three million dollars annually. Cost of inventory at MO-AVCRAD is estimated at 6.9 million dollars not including cost of aircraft. All funding for MO-AVCRAD operations are Federal funds.

The 77 technicians are National Guardpersons employed as excepted civil service technicians or Active Guard and Reserve with an average skill level of 10-14 years in the aircraft maintenance field.

On 1 February 1981, MO-AVCRAD moved into a new all Federal facility on the Springfield Regional Airport. Cost of the new facility was 4.35 million dollars. Also, a METS (Modular Engine Test System) has been issued to MO-AVCRAD. All turbine engines removed prematurely from ARNG aircraft within CONUS requiring GS/AVIM maintenance are being forwarded to the MO-AVCRAD for METS testing. This METS is one of six manufactured and purchased by the Army and the only one issued to the ARNG. This program involves repair and testing of turbine engines that are not candidates for Depot overhaul. It is called the ARNG Consolidated Turbine Engine Repair Program (CTERP) and has

proven to be very cost effective.

Due to the new facility, organization to a high priority TDA unit and new programs, MO-AVCRAD will continue to play a key role in the pre-mobilization consolidated ARNG aircraft maintenance program and the Army's Depot Aircraft Maintenance System upon mobilization.

#### SAFETY BRANCH

The Safety Branch, directed by the State Safety Council, and the Chief of Staff, has implemented several programs to reduce the amount and severity of accidents. A reduction in the number of accidents has occurred due to special emphasis programs directed toward noise induced hearing loss, convoy operations, lifting and loading injuries, and night operations. The MOARNG accident rate for 1981 was 50% lower than the national rate for personal injuries and 10% lower for motor vehicle accidents. A State Safety Conference is held annually for unit safety officers. During these conferences, guest speakers from the military and civilian sectors are used, and a wide range of safety subjects are addressed. The State Safety Council meets each quarter to identify problems and recommend solutions to abate hazards in the training and work areas. The committee is chaired by the Assistant Adjutant General-Army with members from all functional areas of the Adjutant General's staff.

#### ENLISTED MILITARY PERSONNEL ADVISOR

The individual serves as the Senior Enlisted Advisor for the MOARNG to the Adjutant General. He is commonly known as the State Command Sergeant Major (CSM). The CSM is responsible to the Adjutant General and his staff in a variety of matters pertaining to policies and actions for enlisted personnel. He also performs a variety of duties necessary for efficient operations and the achievement and maintenance of readiness of the MOARNG. The position was authorized 11 April 1981.

#### SENIOR ARMY ADVISOR'S OFFICE

United States Army personnel are assigned as advisors to the MOARNG under the provisions of Sections 682 and 715, Title 10, and Sections 104, 315, and 506, Title 32, United States Code.

The principal objectives of the advisor effort are to further the training progress and mobilization readiness of the Army National Guard. The advisor represents and acts as spokesman for the Active Army in all matters of interest to Army National Guard organizations under the purview of the respective Army Readiness and Mobilization Region. The advisor serves as a full-time assistant for providing timely readiness guidance to the commander and

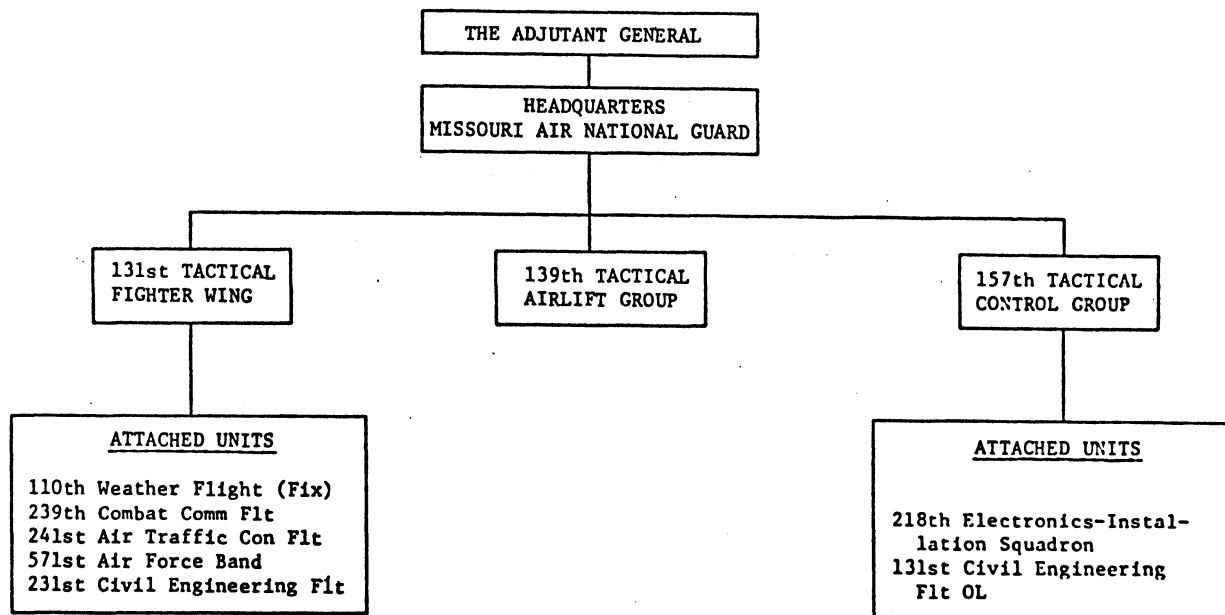
staffs of those Army National Guard units where authorized. The Senior Army Advisor serves as military advisor to the Missouri Adjutant General and is the direct liaison between the Adjutant General and Commander, US Army Readiness and Mobilization Region V, Fort Sheridan, Illinois.

Advisor personnel have no command status in relationship to the National Guard. Their presence and assistance in no way relieves the unit commander of command responsibility, but enhances the unit's successful accomplishment of assigned missions.

The authorized staff of the Senior Army Advisor is 11 officers, 9 noncommissioned officers, and one civilian (Civil Service).

# MISSOURI AIR NATIONAL GUARD

## ORGANIZATIONAL CHART



Missouri has three Air National Guard Bases. Headquarters, 131st Tactical Fighter Wing and assigned units are located at Lambert Field, St. Louis. The 139th Tactical Airlift Group and assigned units are located on the other side of the state in St. Joseph, at Rosecrans Field. Headquarters, 157th Tactical Control Group and attached units are at Jefferson Barracks. Missouri Air National Guard units provide personnel and equipment in support of three Major Air Force Commands: Tactical Air Command, Military Airlift Command, and the Air Force Communications Command.

### 131st TACTICAL FIGHTER WING

The 131st TFW is a fully capable and operationally ready unit -- one of the many Air National Guard and Reserve units which account for 37% of the total tactical fighter resources of our Air Force. The Wing has a high experience



level and many of their pilots have been combat tested. The unit flies their F-4 Phantoms over 3500 hours a day. They are committed to several world-wide Air Force contingency plans and are periodically tested on their ability to respond. An important deployment this year was to England. There are also Weather, Air Traffic Control, Civil Engineer, and Communication units located at Lambert Field.

#### 139th TACTICAL AIRLIFT GROUP

On the other side of the state, at St. Joseph, is the 139th Tactical Airlift Group. The 139th is equipped with C-130 aircraft and is one of the Guard and Reserve units that furnishes 66% of the "Total Force" airlift. Their mission is to deliver equipment and personnel on assault runways and to perform troop and cargo airdrops. Last year, units of the 139th TAG were deployed to all parts of the globe -- from Northern Alaska, 150 miles from the USSR, South to Buenos Aires Argentina, East to Tel Aviv Israel, and West to Korea. Each year air crews participate in rotational exercises in Latin America, making embassy runs throughout Central and South America. Assigned 139th support squadrons and flights have deployed to Korea, Hawaii, Germany, Panama, Greece, and various other stateside locations during the past twelve months. Additionally, they airlifted 5000 passengers and one and one half million pounds of cargo and equipment this year. The experience flying time per pilot is 3181 hours. The unit has not had an aircraft accident in the last 84,000 flying hours.

#### 157th TACTICAL CONTROL GROUP

The 157th Tactical Control Group and attached units are at Jefferson Barracks. There are over 1300 people assigned to this Headquarters in the six states of Missouri, Iowa, Kansas, Georgia, Alabama, and Tennessee. Their mission is to provide command and control for air strikes, reconnaissance, and air to air intercepts in the forward battle area. Depending on geographic location and altitude, our weapon controllers, at each radar (9), have surveillance and control capability in excess of 150 miles and have the capability to interface with the Air Force AWACS. Being a Ground Tactical Control System, they are colocated with Army field forces. Each of these units is autonomous and have their own organic communications, vehicles, generators, life support, medical, and field kitchens for independent and sustained operations in the field. They are in an operational mode and controlling aircraft within hours of arriving at their tactical location. The Air National Guard provides 65% of the total Air Force Ground TACS capability. A Forward Air Control Post is located at Jefferson Barracks.

The 218th Engineering Installation Squadron, one of nineteen such squadrons in the Air National Guard, is also located at Jefferson Barracks and attached to the 157th TCG. The 19 units provide 56% of this capability to the total Air Force. Their mission is the engineering, installation, and removal of ground communications and electronics equipment. The 218th regularly deploys personnel to Europe, Korea, and Japan in support of Air Force overseas schemes.

MILITARY PERSONNEL

30 June 1982

<u>ORGANIZATION</u>	<u>AUTHORIZED</u>			<u>ASSIGNED</u>		
	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>	<u>OFF</u>	<u>AMN</u>	<u>TOTAL</u>
Headquarters, MOANG	22	13	35	22	13	35
131st Tactical Fighter Wg	133	813	946	135	847	982
Cannon Range	1	6	7	0	6	6
131st Communications Flt	2	37	39	2	26	28
231st Civil Engineering Flt	15	8	23	12	8	20
239th Combat Communications Flt	4	151	155	3	108	111
241st Air Traffic Control Flt	3	63	66	3	54	57
110th Weather Flight (Fixed)	3	9	12	2	6	8
571st Air Force Band	1	34	35	1	34	35
157th Tactical Control Gp	45	96	141	38	80	118
157th Tactical Control Flt	9	59	68	8	56	64
131st Civil Engineering Flt OL	4	69	73	3	50	53
218th Electronics Installation Sq	14	255	269	13	199	212
139th Tactical Airlift Gp	99	646	745	99	559	658
139th Communications Flt	1	18	19	2	22	24
	356	2277	2633	343	2068	2411 *

\* Available NOW to fight side by side with the Active Air Force.

# ORGANIZATIONAL STRUCTURE

<u>UNIT</u>	<u>LOCATION</u>	<u>COMMANDER</u>
Headquarters, MOANG	Jefferson City	Brig Gen Frank C. Crooks (AAG-ANG)
<u>131st Tactical Fighter Wing:</u> All units except the Cannon Range are located at Lambert-St. Louis IAP.		
Headquarters		Brig Gen John R. Layman
110th Tactical Fighter Sq		Lt Col Frederick A. Moore
131st CAM Squadron		Lt Col Richard F. Shelley
131st Combat Support Squadron		Lt Col Richard E. Sharp
131st Weapons System Security Flt		Capt Gerald L. Schoonover
131st Communication Flight (Spt)		Lt Col Kenneth L. Fetter, Jr.
131st Civil Engineering Flight		Maj Larry G. Harrison
131st Tactical Hospital		Col James R. Criscione
131st Resources Management Squadron		Lt Col John W. Schmidt
*239th Combat Communications Flight		Maj Hugh H. Barton, III
*241st Air Traffic Control Flight		Maj James E. Holderread
*110th Weather Flight (Fixed)		Maj John W. Louer, III
*231st Civil Engineering Flight		Lt Col Gordon J. Buchanan
*571st Air Force Band		Capt Stephen M. Aubuchon
Cannon Range	Ft. Leonard Wood	Lt Col Jack R. Wilson

157th Tactical Control Group: All units located at Jefferson Barracks.

Headquarters	Col William G. Work
157th Tactical Control Flt (FACP)	Maj James H. Baker
**218th Engineering Installation Sq	Lt Col John D. Flaherty
**131st Civil Engineering Flt OL	Lt Col Samuel D. Lyons, Jr.

139th Tactical Airlift Group: All units are located at Rosecrans Memorial Airport, St. Joseph.

Headquarters	Col Kenneth O. Gabriel
180th Tactical Airlift Sq	Lt Col Leo F. Batliner
139th CAM Squadron	Lt Col Edward L. Grace
139th Weapons System Security Flt	Capt Walter L. Daffron
139th Combat Support Squadron	Maj Bruce R. Hill
139th Civil Engineering Flt	Maj Bruce E. Hansen
139th Tactical Clinic	Col Donald D. Sklenar
139th Communications Flt (Spt)	Maj David A. Cox
139th Mobile Aerial Port Flt	Maj Allen B. Hague
139th Resources Management Sq	Maj Ronald H. Bates

\*Attached to 131st Tactical Fighter Wing  
 \*\*Attached to 157th Tactical Control Group

# OPERATION AND MATERIEL

## Pilot/Navigator (NAV) Utilization:

<u>LOCATION</u>	<u>PILOTS/NAV AUTHORIZED</u>	<u>PILOTS/NAV ASSIGNED</u>	<u>AVERAGE TOTAL TIME PER PILOT/NAV</u>	<u>AVERAGE UNIT ASSIGNED ACFT TIME PER PILOT</u>
St. Joseph	36/15	36/15	3181/4012 hrs	961 hrs (C-130A)
St. Louis	36/24	41/27	2780/1475 hrs	765 hrs (F-4C)
St. Louis	0	6	8132 hrs (T-33 6038 hrs) (C-131 2094 hrs)	All Support Aircraft 1355 hrs (T-33A & C-131D) (1006 & 349)

## Aircraft Fuel Consumption:

<u>TYPE</u>	<u>GALLONS</u>
100/130 Octane	38,250
JP-4 (Jet)	8,015,021

## Aircraft:

<u>LOCATION</u>	<u>TYPE AIRCRAFT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>	<u>AVERAGE AIRFRAME TIME</u>
St. Louis	F-4C	21	\$1,898,365	\$39,865,665	4321 hrs
St. Louis	T-33A	3	170,000	510,000	7547 hrs
St. Louis	C-131D	1	635,228	635,228	12,052 hrs
St. Joseph	C-130A	10	3,132,774	31,327,774	11,851 hrs
TOTAL		35		\$72,338,667	

## Vehicular and Communications Equipment Assigned Statewide:

<u>EQUIPMENT</u>	<u>QUANTITY</u>	<u>AVERAGE UNIT COST</u>	<u>TOTAL VALUE</u>
Wheeled Vehicles	278	\$ 24,084	\$6,695,352
Radar Sets	1	2,043,000	2,043,000
			\$8,738,352

### COMMUNITY IMPACT

Federal Air National Guard Support Funds spent in Missouri during FY 82:

St. Louis Area	\$18,216,373
St. Joseph Area	9,092,627
	<hr/>
	\$27,309,000

Five Hundred Fifty-six Federal Civil Service Technicians and full-time active duty personnel are employed. They are the hard core professionals keeping aircraft and equipment ready on a daily basis for instant response.

Eighty-three State employees (including Air Service Contract employees) maintain base equipment, utilities, roads and grounds and perform base security.

### MISSION STATEMENTS

131st Tactical Fighter Wing: Attack and destroy enemy military forces, supplies, equipment, communications systems, and installations using conventional weapons. Attack and destroy targets in support of surface forces while engaged in joint operations. Provide active air defense by engaging and destroying enemy air forces in either offensive or defensive roles by visual interpretation or under direction of Airborne Warning and Control Systems.

239th Combat Communications Flight: Attain and maintain an optimum effective capability to support USAF Communications Operations in accordance with Air Force Communications Command and Tactical Communications Division plans for employment during national emergency.

241st Air Traffic Control Flight: Attain and maintain an optimum effective capability in support of USAF operations in accordance with the gaining command's plan for use in a national emergency. Install and operate Air Traffic Control and Navigational Aids Systems. Perform organizational and field maintenance on organic ATC and NAVAIDS Ground Powered and Motor Vehicle Equipment.

110th Weather Flight (Fixed): Provide staff and operational weather service to selected U.S. Army units as specified by higher authority. Attain and maintain during peacetime the capability to perform the M-Day and wartime mission effectively and efficiently.

231st Civil Engineering Flight: A command/staff augmentation flight trained to manage the management engineering needs of numbered air forces within a theater of operations.

571st Air Force Band: Participate in and provide music for military formations, ceremonies, and other approved functions/programs.

139th Tactical Airlift Group: Provide a capability to deploy, redeploy and employ, if necessary, air and ground fighting forces of the United States to any area of the world and provide sustained logistical support to those fighting forces. Conduct peacetime operations which insure maintenance of high state of readiness training to include full base support for the D-Day mission.

157th Tactical Control Group: Command, organize, equip, administer, and train assigned elements of a tactical air control system (TACS) to provide control of all aircraft activities in support of tactical air operations, including air defense and centralized air space control over the combat zone.

157th Tactical Control Flight: Provides command and control to strike, reconnaissance, and air defense fighters in the forward battle area. Maintains radar, radio, ground power, and support equipment to support its Forward Air Control Post (FACP) mission.

218th Engineering Installation Squadron: Accomplishes the engineering installation, removal, and relocation of Ground Communications-Electronics-Meteorological (CEM) Facilities. Performs serviceability certification and emergency and/or programmed on site maintenance and modification of CEM equipment.

131st Civil Engineering Flight (OLES): A separate operating location of the 131st Civil Engineering Flight, established to command, organize, administer, equip, and train a Prime Beef (CF-2) structural team for world-wide, short notice deployment, and to provide a broad spectrum of civil engineering emergency services in support of the ANG/USAF mission.

DISTRIBUTION

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Command and Control Headquarters  
HQ, 131st Tactical Fighter Wing  
HQ, 157th Tactical Control Group  
HQ, 139th Tactical Airlift Group  
Assistant Adjutant General - Air  
Chief of Staff - MOARNG  
Executive Support Staff Officer - Air  
Aviation Classification & Repair Activity Depot  
Camp Clark  
Command Sergeant Major (AGO)  
Equal Employment Opportunity Officer  
Facilities Officer  
Financial Manager (State)  
G1  
G1-AR  
G3  
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